DOCUMENT RESUME

ED 145 863 IR 005 346

AUTHOR Minor, Barbara B., Ed.
TITLE Information Broker/Free Lance Librarian--New Careers--New Library Services. Miscellaneous Studies No. 3
INSTITUTION Syracuse Univ., N.Y. School of Information Studies.
PUB DATE 13 Aug 76
NOTE 87p.; Proceedings of the workshop (Syracuse, N.Y., August 1976)
AVAILABLE FROM School of Information Studies, Publications Office, Syracuse University, 113 Euclid Avenue, Syracuse, N.Y. 13210 ($5.00)

EDRS PRICE MF-$0.83 Plus Postage. HC Not Available from EDRS.
DESCRIPTORS *Business; *Careers; Conference Reports; Industry; Information Scientists; *Information Services; Librarians; *Library Services; Public Libraries; Workshops
IDENTIFIERS *Information Brokerages

ABSTRACT

Proceedings of a workshop on the information broker--a person or organization that provides information on demand for a fee, usually to make a profit--includes edited transcripts of the following presentations: "Introduction," Maxine Davis; "The Free-Lance Alternative: Turning Traditional Skills New Directions," Susan Klement; "Fee-Based Information Services within the Public Library," Carol Vantine; "The Role of the Information Broker in Today's Business and Industry," Christopher Samuels; and Panel Discussion. Included in the appendices are: (1) directory of free lance librarians and information brokers; (2) services provided; (3) sample advertisements, information and forms for Inform and Information Access; (4) a list of information sources for running a small business; and (5) a bibliography. (KP)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

ED145863

U S DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

"PERMISSION TO REPRODUCE THIS MATERIAL IN MICROFICHE ONLY HAS BEEN GRANTED BY
Barbara B. Minor

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM."

Miscellaneous Studies #3

Proceedings of the Information Broker/Free Lance Librarian --New Careers --New Library Services Workshop held at Drumlins, Syracuse, New York

Edited by Barbara B. Minor

August 1976
$5.00

Order from: Publications Office
School of Information Studies
Syracuse University
113 Euclid Avenue
Syracuse, New York 13210

IR005346

MISCELLANEOUS STUDIES

This series is intended to present useful and critical analyses of developments in information-related activities such as publishing, museums, archives, television, and the information industry written by faculty and students of the School of Information Studies at Syracuse University.

Publications

Education and Curriculum Series

#1 - Effecting Change in Library Education; and Curriculum Design for Library and Information Science ($1.75)

Bibliographic Series

#1 - Art and Museum Librarianship, A Syllabus and Bibliography ($3.00)

#2 - The Humanities: Resources and Information Systems, Outline and Bibliography ($4.75)

Miscellaneous Studies

#1 - The Computer and the Art Museum: A newly Formed Friendship ($3.00)

#2 - Media Showcase: Programs That Work, Report of Conference held in Hotel Syracuse, April 5, 1974 ($2.50)

#3 - Proceedings of the Information Broker/Free-Lance Librarian: New Careers, New Library Services Workshop held at Drumlins, Syracuse, New York, April 3, 1976 ($5.00)

Research Studies

#1 - A Tutorial Introduction To Canonical Variate Ananlysis ($2.00)

#2 - Post Analysis of Variance Tests; and A Tutorial Introduction to Unequal Cell n's. ($3.00)

SCHOOL OF INFORMATION STUDIES
Syracuse University

School of Information Studies, Syracuse University
CONTINUING EDUCATION PROGRAM

INFORMATION BROKER/FREE-LANCE LIBRARIAN
--NEW CAREERS --NEW LIBRARY SERVICES
WORKSHOP PROCEEDINGS

Moderator: Maxine Davis, INFORMATION ACCESS

Coordinator: Ruth Patrick, School of Information Studies

CONTENTS

	page
INTRODUCTION Maxine Davis, INFORMATION ACCESS	1
THE FREE-LANCE ALTERNATIVE: TURNING TRADITIONAL SKILLS NEW DIRECTIONS Susan Klement, INFORMATION RESOURCES	4
FEE-BASED INFORMATION SERVICES WITHIN THE PUBLIC LIBRARY Carol Vantine, INFORM, Minneapolis Public Library	17
THE ROLE OF THE INFORMATION BROKER IN TODAY'S BUSINESS AND INDUSTRY Christopher Samuels, INFORMATION FOR BUSINESS	31
PANEL DISCUSSION Maxine Davis, Susan Klement, Christopher Samuels, Carol Vantine	45
List of Appendices	53

INTRODUCTION

IN•FOR•MA•TION BRO•KER
FREE-LANCE LI•BRAR•IAN

A person or organization that provides information on demand for a fee, usually to make a profit.

Since the 1940's, *S'il Vous Plait (SVP)* in Paris has provided quick-question answering for a fee to business and professional people. During the 60's and early 70's, a number of individuals began providing information services on a free-lance basis, with no particular identity for their occupation. Although they began slowly, momentum increased, and their numbers have grown rapidly. Susan Klement started INFORMATION RESOURCES in 1969; FIND was created in 1971; INFORM was set up in Minneapolis in 1972; INFORMATION ACCESS was launched in 1974. One recent count yields at least sixty companies and individuals, but even these are probably just the tip of the iceberg.

Why did all this happen now? What factors contributed to this sudden growth of independent information organizations? Why and how were these services developed? Are they successful? Do they work? These are just a few of the topics explored by the speakers and participants at the Information Broker/Free-Lance Librarian Workshop. Those attending were as varied as the speakers and included practicing brokers, information specialists wanting to familiarize themselves with the new field, librarians thinking of breaking with their traditional roles, and unemployed librarians.

As in any profession, there is a great variety in the size and character of Information Broker/Free Lance Librarian enterprises. Some have started with capital investments nearing $1 million, others with $500. Some have staffs of more than twenty, others work alone as I do. Some are located on the busiest avenues of our nation, while others work from their homes in residential areas of small cities.

What they all have in common is that:

1. They recognize a need for information that is not being filled by traditional agencies.

2. They utilize certain common skills to obtain that information, to repackage it, and get it to their clients.
3. They provide this information-on-demand service for a fee.
4. Most have incredible imagination, energy, and guts.

Our three speakers are representative of this wide variety. Susan Klement, of INFORMATION RESOURCES in Toronto, is a free-lance librarian who runs a very small, independent company; Carol Vanine works with the fee-based information service of the Minneapolis Public Library and Information Center, INFORM, which exists within a system; and Christopher Samuels comes from INFORMATION FOR BUSINESS, a very large company located in the heart of New York City.

The following sections are edited transcripts of their presentations, each replete with the speaker's personality. From their account, in their own words, of why they got into what they do, what exactly it is that they do, and some of how they do it, we hope you'll get a better understanding of this new field.

Generally, they direct themselves to filling the information needs for business, while the public library is oriented to outreach programs, hot-lines, and I & R Centers. Some people wonder why the public library didn't move into areas the free-lancers entered; they feel that libraries lost out by being more concerned with "libraries" than with "information".

My feeling is that the library, like any other institution, is slow to change, while individuals can react more quickly. The individual entrepreneur, in the American tradition, offers the kinds of service the libraries might have liked to offer (some of them do) if they weren't already fully occupied with their traditional concerns.

But, as one broker commented, "The days of browsing in the library and getting information by serendipity are a luxury that nobody can afford anymore." Whether the question was, "I need to have the names of all the ball bearing manufacturers in the country and I need it today," or "My basement is flooded and my landlord won't do anything about it; what can I do?" most people simply couldn't wade through all the information to get their answers. The need was urgent, and both the public and private sectors geared up to answer them; thus these new offshoots of our profession.

Acknowledgements go gratefully to Dean Robert Taylor of the Syracuse University School of Information Studies for his foresight in making his students aware of these alternative careers (but for this, I might never have gone in this direction) and his full support for this workshop and publication. I am also particularly grateful to Dr. Ruth Patrick, Coordinator of Continuing Education for the School of Information Studies, who took charge of the "nuts and bolts" and so competently coordinated all of those unglamorous details which are so essential to the success of such a program.

Most of all, I wish to thank Barbara Minor, without whom this proceedings might never have come to be, and the two participants who generously allowed Barb to use their tapes of the presentations. (Due to technical difficulties, our own plans for taping the program resulted in several hours of completely inaudible tape.)

A number of requests have been received for the packet of materials which was handed out to workshop participants. Many of these materials are reproduced in the appendices of this volume, and I would like to extend my thanks to the *Minneapolis Tribune* for their permission to reprint the story, "Research Done for a Fee at the Library"; the Syracuse Office of the Small Business Administration for permission to use their publication, "Things to Know--Places to Go--To Assist in Running a Small Business"; the Minneapolis Public Library and Information Center for allowing use to include descriptive materials and sample advertisements from INFORM; and Susan Klement for her permission to use her sample invoice. Citations appear in the Bibliography for copyrighted materials which are not included in the appendices.

I would also like to thank all those others, too numerous to name here, who contributed in so many ways to make this workshop program and publication possible.

Maxine W. Davis
INFORMATION ACCESS
Syracuse, New York
August 13, 1976

THE FREE-LANCE ALTERNATIVE: TURNING TRADITIONAL SKILLS NEW DIRECTIONS

Speaker: Susan Klement
INFORMATION RESOURCES
Toronto, Ontario

Susan represents the small, independent broker. She has done a little bit of everything, from indexing the Statutes of Newfoundland and researching the chocolate market in North America, to studying the wind effects created by tall buildings. She feels that, while opportunity definitely exists for free-lance librarians, success depends very much on the individual. Skills and qualities that she considers important for this kind of work include knowing how to find information, the ability to relate well to people, and an outgoing personality.

The printed agenda is wrong in my case--I will start taking questions immediately. I prefer to tell you what you want to know, and since I don't know your reasons for being here, my presentation will be entirely answers to questions you have.

Q. How did you get started?

A. When I graduated with a B.A. in sociology, I was not positive what I wanted to do with the rest of my life. While I was trying to reach a decision, I took what I thought was going to be a temporary job in a bookstore; the job lasted three years. This particular bookstore serves primarily an academic community and is subject divided. Most of the staff have at least one university degree and some have several; insofar as possible, they are in charge of an area where they have degrees. I was in charge of the social sciences section, which meant doing everything from original selection through serving clients to inventory control. While doing this, I developed rapport with certain clients interested in the area, and as we became more friendly, they started asking me to do various jobs for them such as recommend titles, do bibliographies for classes, or research to find out what was available in an area they might be working in. I even did some abstracting for someone publishing an annotated bibliography.

I became curious as to why these high-ranking academics were asking a poor person with nothing more than a Bachelor of Arts to do all these things, so I asked them if there wasn't somebody around better qualified to do this type of work. I was told that, while librarians might be better qualified,

they were too busy to do several hours, days, or even weeks for any one individual, and graduate students tend to be too narrow. They know their own fields but are not able to do the kind of research wanted in fields that don't touch on what they are doing. People have told me that graduate student aren't necessarily very competent in doing library research; in fact, many academic librarians tell me that they use a high percentage of their time teaching people how to use the library.

I found that I really enjoyed this type of work. It seemed to me there must be a need for it--surely the people who happened to ask me at the bookstore were not the only ones who needed this type of information. I thought maybe there was a job in it for me. Knowing that I wasn't qualified at that point, I thought what I should do to train myself and it finally dawned on me that I should go to library school.

So I went to library school, not to learn how to run a library, but how to use a library. I found, first of all, that my bookstore experience was first rate for library school--far superior to the experience of a person doing a tiny job in a library. Looking back, I feel now it was the best education I could have to do the work I'm doing now. Briefly, after I graduated, I worked in a library for three years, probably because I got socialized in library school and thought that maybe what I really wanted to do was be a librarian. Then I started free lancing.

Q. What is your income?

A. I think that is a valid question. I congratulate you--you are the first person in all the experience that I've had speaking who has come out directly. Most people fudge it, and also, they giggle a lot and are very embarrassed about asking, but I think that is a legitimate question.

However, I am not going to tell you, because I think that for myself or for any individual except a person being paid by the public, i.e., a civil servant, the question of one's income is a private matter between himself, his accountant, and the Income Tax Department. Also, I'm not going to answer the question because I don't think it is 100% relevant. My income is not going to be the same as any other person free lancing; it depends too much on my mode of working, my reasons for working, and the amount of energy I have.

It seems to me probably that what you want to know is not how many dollars I earn, but can I make a living at free lancing? To that my answer is definitely yes, you can make a living. I find that I have as much work as I want to have and I do not go to great efforts to get it. It comes by word of mouth, repeat business, and so forth; I do not advertise. Now, if I can keep busy without doing anything, then it seems to me that if I were to advertise and promote myself, I would faced with the temptation to expand. I'm not terribly interested in running a large company, but the temptation is always there. Perhaps I will get into this later on, but at present I am satisfied with the way things are.

I don't think it's possible for everybody to make a living at it; I think that it depends to a very, very great extent on each individual. But I'm assuming that that is what you wanted to know--and my answer is definitely yes, it is possible to make a living.

Q. People have a tendency to say, "I have information, therefore I can go into business and provide a service." I think this isn't true; so I'm asking you as a person in the business, what is the most saleable talent that is essential for a free lancer to have?

A. To say that I have information therefore I can go into business--that, to me, has no meaning at all. Information goes out of date within minutes. Nobody can have a stock of information; you have a small percentage, perhaps, if you are working in a large library. What you need to know is how to find information, wherever it is located. Only a portion is located in libraries, a smaller percentage of that in public libraries. Perhaps you should broaden the question from what is the most saleable talent to what characteristics do you have that you think are useful to you as a free lancer?

One characteristic probably would be the ability to relate well to people. That's important from several points of view--in getting the client in the first place, in understanding what it is the client requires and being able to find out what his real needs are, and also, very important in relating to people from whom you obtain information, whether it's other librarians or any individual.

I think you probably have to be aggressive, very outgoing. If you're a very shy and retiring person, you shouldn't be considering free lancing, or

for that matter, librarianship in any form. I honestly do not feel that every member of the library and information professions must have the same characteristics that I do.

Q. Could you give us an idea of the types of contract work that you engage in?
A. For the most part, I find information for people. Now, the information may be of a statistical nature, or it may be specific facts--something that in libraries we tend to call "quick reference"--or it may be information that requires weeks or even months to complete. For example, if someone wants to know everything that is going on in the field of musicology, that would take weeks and weeks. But it's all a question of finding information for people.

Now I do, on occasion, do other things. I don't consider myself to be a consultant: to me, consultant is a person who is generally called upon to give advice of some sort, and I don't very often give advice. If a company is considering setting up a library and wants to know whether they should do that, I feel quite safe in offering that kind of advice: I figure anyone with library training ought to know whether a librarian is required for any specific job. But when it comes to analyzing the future needs of a large metropolitan area in terms of its library resources and services, that's not for me; I don't do that sort of thing.

But I do other jobs besides the strict provision of information, i.e., finding of information that already exists. For example, at the present time, I am compiling a directory of library-related expertise for the use of the Metropolitan Toronto Area public libraries. I don't need to tell this audience that library-related expertise covers virtually everything under the sun.

I have also been involved in indexing projects, the largest being co-director of a project to design a system for indexing the Statutes of Newfoundland. Right now, I'm taking a course in thesaurus construction and I would be very much interested in doing more work in that field.

Q. What percentage of your work is related to short-term projects and what percentage to long-term types of information searches?
A. I have had a question that took about thirty seconds, but that's extremely rare. The question was the number of first-born children born

in Canada last year. The reason that it was such a short question was that I knew how to find the answer: it so happens that Statistics Canada compiles that information, so I simply phoned them, got the answer, and called the client back. If Statistics Canada did not compile that kind of information, it might take three weeks to find the answer. Actually, for any question of that sort, no one except a government agency would have the information. The difference between a long question and a short one may be simply finding who has the answer, and you can't always tell which it is going to be. I've had questions that at first glance seemed to require only an individual fact, but getting that fact could take a few minutes or it could take weeks. Generally speaking, I would have to say that the majority of my jobs are long-term, which, for me, can be anything from a week to several months.

Q. On the average, how many hours a week do you work?
A. One has to define what constitutes work. Work that I'm paid for varies from sixty or more hours to ten or less. Probably, it's about twenty; in other words, about half-time. This, incidentally, is how I originally figured out how much I should charge. I assumed that it would be unlikely that I would be paid for more than half time, because you always have to figure that there's going to be "down time." I mean, after all, it takes time even to travel from one library to another, and since I'm not like the plumber who charges from the time he leaves the house, there's always time that cannot be billed.

Now, if I were to say how many hours I work, regardless of whether I'm paid or not, I would have to say that it's always around sixty hours a week. I go to at least one professional meeting a week, sometimes three: I'm reading all the time; and every week, every day, I'm having lunch with somebody that relates to my work. Now that's very easy, because virtually everybody I have lunch with or meet anywhere relates in some way.

Q. What is the difference between information that comes from libraries and information that comes from other sources? How did you build up your network? Which do you rely on most?
A. My tendency, perhaps because of my socialization, is to go to libraries first and to use others if I cannot get what I want at the library. There are

several reasons for that; one reason is that it seems to me that the librarian is going to have the same kind of mind-set and will understand much more quickly the framework of the need. The second reason is that I find that I can talk more easily with librarians; I can display my ignorance. I cannot emphasize this point enough--I am displaying my ignorance so much of the time--because if you're free lancing, unless you are the very rare individual who is able (and I'm not sure that it's at all possible) to set up a business in which you specialize in only one area, you are faced with such a phenomenally large variety of problems. You're working on decaffeinated coffee one day and transportation in Tanzania the next; the relationships are almost nonexistent between one question and another. It's impossible to be an expert or anything approaching an expert in all of these fields, so you are constantly displaying your ignorance. Now I have to know enough to be able to ask intelligent questions, and I cannot phone up the person who really knows before I have down in my mind what it is I want to know.

At the beginning of a project, one rarely knows all the parameters, so I find that one of the functions involved in asking librarians how to go about the search is getting set for myself what's involved in the problem. Now, I do go to expert sources, so to speak, but it's usually much later on and frequently I've already got what I need before I get to that step. I might get it through librarians or through normal library sources. If necessary, I go to the expert, but only when I'm sure I ought to be going to that expert. There's nothing worse than going to a person when the answer is so obvious that any fool would know it; I try to avoid that kind of situation.

How did I build up my network? I just know lots of people. I've done many different types of things and I'm interested in all sorts of things, which is probably a prerequisite for this type of work. I'm involved in many different types of associations and I meet people all the time. So I rely on friends of friends, friends of relatives, relatives of relatives, and so on. Anybody knows that it's much easier if you say "Joe sent me" than if you just barge in cold. So I use everybody.

Q. How do you determine who is the expert?

A. Quite obviously, I may be wrong in some cases; there may be somebody better qualified than the person I choose, but I think you look in the

literature to see who is cited most frequently. I also ask people I know who are knowledgeable in the field, and if the same names keep coming up, it seems to me that they are probably recognized authorities. That's not proof positive--some people's names are repeated over and over because they publish more, but it happens that what they publish is garbage and people, perhaps, don't know that. I may make mistakes sometimes.

Q. Do you see any future in formalizing networks by such means as the compilation of expertise indexes?
A. Yes, I think they are valuable, but I don't think they will ever be 100% of the job. Naturally, any tool that one can use is helpful, but these things change so quickly that I can't imagine that, even with computers, they could be kept up to date and cover everything. I think that the human brain--your own ideas about how to go about collecting it--will always be better, but definitely I think that expertise indexes are a good idea and I would promote them. But never expect them to do the whole job.

Q. Do you require a deposit from new clients and/or do credit checks?
A. No, I do not, and I must say (maybe I've just been very fortunate) every single one of my clients has paid. There have been instances when it has taken a number of months for them to pay; I've had to send out a number of reminders. But, in every single instance, I've been paid every penny I have billed. I do not know whether this is simple luck, whether it has something to do with the nature of the field, whether it has something to do with my personality, or what. I would not, at this stage of my business, want to go into deposits, credit checks, and so on. If I were a large company, I probably would have to do that.

Q. Does the client know in advance what the cost will be? Is there a set figure?
A. No, the client does not know in advance, and obviously, it is one of the first questions they ask. My answer, in most circumstances, is that I don't know how much it will cost; I will do a preliminary search and inform them as to what the cost is likely to be. I do charge for the preliminary search. If it takes me three hours or three days to prepare an estimate of the cost

for them, the cost of my time in preparing that estimate is billed to the client. They know how much that billing is going to be because I can generally tell how long it is going to take for me to prepare an estimate: I immediately know which sources I am going to go to first, and if they don't pan out, what other sources I would try, and I know that if my immediate ideas don't work, it's going to be more involved and a long search.

Is there a set charge? I charge by the hour, $20 an hour, and I have a minimum of $50. The client knows that, yes. Everything, every phone call, gets billed back to the client, so it's my time plus every expense; everything except streetcar tickets, which I feel is a little cheaty, although streetcar tickets are getting so expensive in Toronto that I may start charging them, too. Mileage and parking tickets go to the client. Actually, public transportation is so good I very rarely drive; practically everything is on the subway, so it's very fast and very cheap.

Q. When you go to an expert, what do you do about the fact that he is supplying information that you are being paid to find? Do you pay a fee?
A. I do not say to the expert, I am being paid $x to do this job, would you like a piece of the take? I simply ask what it is I want to know. I think, in most cases, people are quite willing to share what they know, depending on how much time it takes of them. I'm not referring now to corporate information: that is never available except for very, very large sums of money. I'm speaking now about general information that would be available to anybody, providing they knew how to go about getting it. I have found people are very willing to share what they know. They're in the business or the academic discipline because they're interested in it, and generally they're quite free about passing it on.

Now, if someone were to say to me, "Yes, I would be very happy to pass that information on to you, but it will cost you $x," what would my reaction be? There are two things to be balanced out here in the interests of the client. If it would take me a long time to find what the client needs to know from another source, even though there would be no charge for the information, he might end up paying more for my time than the expert's fee. In that case, I would probably pay for the information, though if the sum involved were large, I would need to consult the client first since the cost would go back to him.

Q. Do you offer monetary compensation to the public library?

A. No, I am a member of the public. I have discussed this with public librarians ad infinitum, because we are interested in it from a theoretical viewpoint, and they are the first to assure me they feel that I am a member of the public like any other member of the public. After all, especially in special libraries (in fact, it's true in any library),the information and assistance the librarians pass on are going to be used to the advantage--very frequently monetary advantage--of the people, so there's no reason to charge me when they don't charge anybody else.

Q. If the concept of information brokerage were to become widespread, would it be a problem for public libraries?

A. Yes, of course, it would be a problem. In fact, the situation is no different from the current situation where special librarians are making use of public and academic library services, and this is the problem most librarians are considering at the moment. We had a meeting on this very subject in Toronto a couple of weeks ago. It's very interesting in that we all have to work together to solve this.

I consider my relationship with other librarians to be of extreme importance and I do as much of the work myself as I can. As a librarian, I know what is involved for them when I make any requests, so I discriminate between the requests I make. Now, if I know that the information I require is a quick "look up", something that is going to take from thirty seconds to five minutes, I'm not going to leave whatever I'm doing to go to the library. This is something they would do for any member of the public, and they're just as happy to do it for me as they are for anybody else.

Now, mind you, it is possible that they don't have the time to do the job that I want done immediately. In that case, I would tell them--and I ought to do this with all requests--how long I have. I need this information but tomorrow will be fast enough, or I must have it within an hour; if they can't do it, I'll come and do it myself. Frequently, what I do is ask librarians if it makes sense for me to come to that library for this particular need. Very often I don't know whether that particular library would have information on the subject. So I very often ask them to do a very quick search to find out whether it makes sense for me to come. I ask them not to spend

more than three or four minutes on it; if it's going to take longer, I'll come do it myself.

I find that one of my biggest problems is that librarians do too much for me. I say, spend no more than five minutes, and they phone back three hours later with the complete research project done. When I thank them and ask how long it took, they say, "Oh, it wasn't bad. It only took an hour and a half." And they explain that they got interested in it, and figured that if I needed it today, they would probably be needing it by next week and they wanted to know for themselves where to find that information. That sort of thing does happen.

Frankly, I'm sorry to have to say that some of the problems I bring to them are more challenging than some of those that are brought to them by their own corporations, and it's more fun for them to deal with mine. At the moment, I must say I get enormous cooperation from other librarians. But, definitely, if brokerage becomes widespread, we are going to have to work out rules and regulations.

Q. Have you segmented your market? Do you know the characteristics of your clients? Are they in certain sectors, and so on?

A. I do not do sophisticated marketing analyses or anything even approaching that. My clients vary from individuals with interests that may not even be related to any commercial venture to government agencies, academicians with research grants, small businesses, medium-sized businesses, and very large corporations. I think I have had the entire gamut. I have had a couple of people with Ph.D.'s who wanted some tangential research done--some area that for them was a real problem but they wanted to incorporate it. I get lots and lots of calls from people asking me if I write essays, and I simply say, "No, I don't. I just do the background research."

I would have to say that the majority of my clients' requests tend to focus in the social sciences, particularly in the interdisciplinary area, and that is simply because most of my clients come by word of mouth or from my personal acquaintances. This is how it works. Let's say, I go to a cocktail party, get into conversation. With me, the first question is very frequently "What do you do?" I always want to know because I'm interested, but also, naturally, because it might be useful. If the person says to me that he's in

nuclear engineering, or whatever, I might ask him a few questions, but probably I'm going to drift to another subject or to another person because I haven't a clue what's involved in all of that, and I can't make intelligent conversation on that subject. If the person says that he's involved in criminology, well, I have a degree in sociology, one of my courses was in criminology, so we get talking. What's new in criminology these days, and so on, and obviously, eventually, the question is going to be, "And what do you do?" Or, I'm going to say something like, "It's very interesting you should mention that. Two weeks ago I did some research on x subject, and I provided a person with this type of information." The question then will always be, "Oh, how come you did that? What are you involved in? What do you do?"

And that person, maybe a year from now or three years from now, will remember me and ask me to do some work, or he will mention to his friends and relatives and who knows what that he has met someone who does this type of work, and I get clients that way. Naturally, since I spend my time in what you might call the social science related areas, virtually all of my clients are in these fields.

Q. Is there any trend? Are these people in market research?

A. I have a fair number of clients who are in market research and/or advertising and/or management consulting, yes, but I haven't figured it out statistically. I also have many clients who are architects, because that's my husband's field, and he knows people who know people, and so on. I am very interested in architecture and in planning. Because of my interests, I tend to get a lot of jobs in planning-related fields. I have no idea how it works for other companies--these things are so individual--but for me, I wouldn't say there were trends, no.

Q. Do you retail data bases?

A. No, I do not. I'm interested in doing it (though not extremely interested), but the opportunity has not arisen at the moment. Furthermore, there are people in Toronto who are retailing data bases. I think that if these operations survive, then I probably would tend to look into their services rather than do it myself. I must explain that my particular personality and interests are such that I much prefer to do the work myself, rather than to get involved in all

sorts of administrative aspects, and it seems to me that there would be too much administration for my liking in that kind of situation. But for other brokers, I think it's perfectly feasible.

Q. What type of background should a person have who wishes to go into brokerage, particularly free lance brokerage, and what should library schools be doing to prepare people?

A. I could probably go on for the next two hours on these two subjects alone, particularly the last one. The background, I think, one could split into two sections--personality and particular training. I think I've already touched on personality so I won't say much more about that.

As to training--I think one should be a dilettante, i.e. one should get into dozens and dozens of areas in some depth. I'm not opposed to subject specialization; what I am opposed to is the idea that subject specialization is essential. I'm opposed to the trend which I think I see where library schools are wanting people who have tremendous depth in particular subjects, especially the sciences. I think there are certain dangers here. It seems to me that what librarians can do--that no one else can do--is act as a link between disciplines. And another thing I think is that the idea of disciplines is old-fashioned. I don't think things work that way any more. I think that practically all projects are mission-oriented, not discipline-oriented. Let's say you have a person with an accounting background in a banking library, well, accounting is only one of hundreds of different subjects that library is dealing in. I think the idea of subject specialization is all very well, and I'm certainly not opposed to the idea of a lawyer or a physicist becoming a librarian, but if we get away from the idea of generalists, I think there's a tremendous danger that we will be limiting one of our best qualities.

I seem to be starting to talk about what library schools should be doing. I can't possibly deal with this question as much as I want to, but I will say this: I hope that library schools do not insist upon "streaming" for all students. I'm very much opposed to the notion that students who want to go into medical librarianship take a particular set of subjects and nothing else, while those who want to go into legal librarianship get another "package". In my own case, I have a Bachelor of Library Science as well as a master's, because in Toronto we have a two year program. I went through in 1967 when they were still giving the B.L.S., which is, of course, a postgraduate degree, but

they now give a two-year Master of Library Science. I went back for my second year part-time, and of the eight courses for the master's degree, I guess six or seven were literature courses, i.e., legal literature, medical literature, government publications. I took every literature, even children's, and I did have a client who wanted information that was covered by that general area.

Q. Have you built up your own professional library?

A. Yes, I have a very large library, some of which is necessary for my work. There are only two things that are necessary, i.e., the telephone directory and a directory of special libraries. I do have a couple of other things which I do find handy, e.g., the Union List of Serials in Metropolitan Libraries, but I could do without that if necessary, and I probably will in that it now costs $25 a copy and is out of date by the time it's published. So I'll probably stop even getting that.

Q. Do you see government standardization of any of these services?

A. Oh! Nobody's ever asked me that question before! I haven't a clue. I think that's staggering; it hadn't occurred to me. I guess it's appropriate to end on a question that stumps me. Thanks very much.

FEE-BASED INFORMATION SERVICES WITHIN THE PUBLIC LIBRARY

Speaker: Carol Vantine, INFORM
Minneapolis Public Library
Minneapolis, Minnesota

An English and Biology major as an undergraduate, Carol finds the Chemistry and Bioscience invaluable since she works in an agribusiness area, and the English helps her with report writing, though she admits to difficulties with spelling. Her library degree and experience, especially in government documents, help with resources. She was hired as INFORM Librarian even though she could find no significant information on the test question--What are the psychological implications of teddy bears for adults?--in the two hours allotted. She feels that course work is not as important as a creative mind, the ability to make enormous leaps about information at times, and to come up with seemingly obscure ways to find information just because you know there has to be an answer. Persistence, she says, is 90% of the game, and the ability to deal with people is all important. A wife and mother as well as INFORM Librarian, she works crazy hours and admits that her life is sometimes hectic--"You have to have a terrific babysitter."

I feel very strongly that a fee-based service providing in-depth information belongs in the public sector and I know some people in the private sector who feel the same way. The difficulty is to find a way to manage it. I will be talking today about some of my reasons for feeling this way as well as some of the problems that are involved.

First of all, I'd like to tell you how INFORM got started. In 1969, Dr. Ervin Gaines, who was director of our library at that time, had read of a fee-based service provided by a public library and several special libraries in England. Finding this interesting, he had filed it away in the back of his head when a friend of his who runs a technology company called him up and said, "Ervin, I have to have this document today. I've had someone working on it for two weeks, we can't find it, and I've got to have it. Can you help me?" Ervin Gaines, being a non-librarian (his background is business and academic), said to him, "Will you pay?" The answer was yes, Dr. Gaines called in one of his best librarians and said, "Stop what you are doing, put the clock on run, keep the meter going, and find it." Two hours later, the librarian had turned up four copies of the document in the Twin Cities area, made arrangements to get a copy, and delivered it into the businessman's hands. He was subsequently billed.

Dr. Gaines then said, "Eureka! There is a need for this and we're going to

fill it." So he got together with Mrs. Zella Shannon, who became the first INFORM operator, and they started plotting and planning what could be done to provide a fee-based service for businessmen with information needs.

They talked at great length with the Chamber of Commerce, and got the support of the Minneapolis office. In fact, the Chamber of Commerce took it upon themselves to conduct a survey of businesses to see if there was any interest and if they would be willing to pay. The initial survey asked if businesses would be willing to pay $1,000 for a subscription to have this kind of service available. The idea got exposure this way, and finally there was enough support with those who were willing to pay a subscription fee and those who preferred a pay-as-you-go system, that a search and delivery service was started in 1970. Two years later, INFORM (which originally stood for Information for Minnesota) was a cooperative arrangement with the University of Minnesota, St. Paul Public Library, Minneapolis Public Library, and James J. Hill Library, which is open to the public though it is privately funded. This arrangement was cooperative in that all advertising was done jointly and all funds kicked back to the cooperative, then redispersed with $3 of the $18 fee charged kept out for advertising and expenses. Somehow decisions were made by the entire group. But each individual institution made its own individual commitment to what kind of service would be offered and to what extent personnel would be involved. At Minneapolis Public Library, the staff member assigned to this had no other responsibilities, the use of a library car, the use of library telephone lines, and an office. Other libraries made other arrangements; in one case, the librarian who was to do INFORM work was also the acquisitions librarian, another was also head of the business and science sections of the library, and a third was in charge of photoduplication services. You can imagine how much time they had to devote to INFORM work.

By late 1974, we had built a case to show that Minneapolis Public Library was doing 90% of the work and still having to kick back their $3; we decided this did not make good business sense, and broke with the cooperative. Each of the libraries now retains the right to run its own organization as it sees fit, or not to run it. As far as I know, each of the three organizations still has at least a name and someone who will answer the phone under the name of INFORM, but services provided vary greatly.

INFORM at Minneapolis Public Library is an arm of the library. As INFORM

Librarian, I answer to the usual chain of command within the public library. Up until last month, we functioned as an independent agency, but now we have been reorganized along with several other agencies, and form part of a Special Services Department with a regular department head. This was done to try to coordinate some activities that overlap with other special agencies that were already in existence, and I would like to talk about one of these at the moment because it's so closely allied with INFORM.

The Municipal Information Library was conceived of in 1968, when the City Council asked the library if they could have some way to do in-depth research for municipal government. The library made up a proposal and legislation was brought about in August, 1970, providing for one librarian and adequate space. No definition was given for "adequate space" and no budget was provided. In September, 1973, the library hired Mrs. Elizabeth Frisbie, who is now Head of the Special Services Department. She is an extremely dynamic person with great political antennae, and she took the whole service firmly by the collar, stood it up on its ear, and made it work. By February, 1974, there were two full-time librarians, and in June, 1975, they moved from a 12x18 room into a three story tower of our very ancient courthouse. It is absolutely magnificent: iron balconies, round towers, real wood shelves, a little cage elevator that you ride up at your own risk, marble floors. It's got pzazz and she managed it. In addition to this, she has managed to get five budget increases in three years, and established policies to provide for information service with respect to their jobs for city employees at all levels. Archives are being established for the city with the cooperation of the University, and a record management plan for municipal government set up.

At the same time, the two staff members have handled 1800 requests a month. These requests vary from five minutes to fifteen hours of work, and they do exactly what INFORM does, except that their client is the city. Their salaries are paid by the library, but funding for salaries, book buying, and all the rest comes directly from the City Council. They provide background documents to the mayor's office, they're intensely involved in staff projects, and they are very much responsible for what the city government knows about all the ramifications of such projects as the proposed (and controversial) stadium for Minneapolis. (The Vikings have said they would leave if they couldn't get it.) They work very closely with the Planning Department, which is extremely

active, and with all the social service departments and the Police Department. If they work the most closely with those departments that have money, it's because that's where the action is. Mrs. Frisbie and her staff are probably (and have been called this by the municipal government) the best equipped information people in the city. They know more that is going on than anyone else for the city of Minneapolis, including the mayor or any politician, and they are removed enough to get a perspective on all that is happening. It is a very viable organization and it is a sister organization to INFORM, which works for the business public. I speak about it at such length because I feel it serves the same kind of function as INFORM and that it is something for those of you who are seeking alternatives to think about. Every city needs this kind of resource for good government. They have to have facts to make decisions involving the millions of dollars which are rapidly going down the drain, or we'll all be in debt. That Minneapolis has managed to avoid this is, I think, largely due to what Mrs. Frisbie is able to do with her service.

The problems with this kind of service are exactly like the problems with INFORM. You must be very attuned to the political currents, but you must be able to withstand them. You don't just keep changing political sides. There is a Republican government right now in Minneapolis; the system was built up under a Democratic government. If this service could not function within a Republican framework, then we would lose everything until the next election. It is the same kind of thing when you have an in-house service in a public library; you must be able to withstand administrative and personnel changes. It shouldn't be a situation where personnality is all important.

You know a little bit about the background of INFORM. What do we do? Who are our clients? What does my day look like? Where are we going? We have grown rapidly. Up until 1974, we were growing at a rate of roughly 46% a year, but 1975 was a tough year economically, and we do reflect the economy very directly; if businesses don't have money to spend, they don't call up. We did double our clientele in the last year, from 57 separate corporations in 1974 to 110 in 1975; now we are working very hard to increase the number of billable hours. This is a function not only of the economic situation in the community, but how many times we get out to speak, and the needs that arise. Every time there's a really hot trial going on, we can count on our billable hours going way up.

The INFORM concept is that it is impossible for librarians to provide the kinds of service that are needed by the business community within their regular budgets, but these needs are very real, companies have resources to pay for it, and the materials are there--they only need to be accessed. Dr. Gaines felt, and I concur most heartily, that it is the public library's responsibility to do everything possible to make maximum access possible to public information, and that's what we are trying to do. In addition, we have a system by which public libraries may be able to increase their ability to provide information. We are a non-profit organization, our fee of $25 an hour is designed to cover expenses only, so it doesn't matter if I make a profit during the year. The library is willing to underwrite if necessary--they haven't had to, but they will--and anything we take in above our salaries and expenses goes into the general revenues to help support the library.

We also support the library indirectly by discovering and documenting the need for materials in the reference collection, including seminal works and important journals that we need to have. These materials are essential for good reference work, not just for our service, and many of the additions to the library collection fill these gaps that we have come upon in the course of our work.

The INFORM people work very, very closely with the librarians and information specialists in the Twin Cities and around the United States. What we are providing is generally not quick reference, though it sometimes comes to that, but almost always in-depth research. Much of the information is in private collections or in someone's personal knowledge and it's our job to find out where the best source is and to provide it. To do this, we have to have the complete cooperation of the special librarians. We have terrific relationships with them for two reasons: (1) We are a public library, and in the Minneapolis and St. Paul area, we have a really excellent business collection and very good resources in other departments. Area businesses rely heavily on "free" material they can get from the library all the time; they use our directory data constantly. We have stock quote ability for all the over-the-counter stocks in our area and the three big boards going back to 1919; this is used by every lawyer in town and none of the stockbrokers keep such complete records since we have it. Consequently, these people are most willing to share their information with us. (2) They are able to see that by working with

INFORM librarians to provide information, they can better their own service to their clients. If I call the 3M library and ask if they have done anything on auditing techniques for a particular function in the company, they know that other people are probably interested in this kind of thing, including their own auditing department, and we all work together.

We serve several functions for our clients when they hire us. It was originally thought that INFORM would serve small businessmen who did not have research capability or staff to assign to do research. That did not turn out to be the case. For the first couple of years, our best clients were large international corporations (and there are many with headquarters in Minneapolis), who discovered two things about us. (1) Their own staff is very subject oriented; at times, they need people who are generalists. (2) We provide anonymity, which is very useful to them when they want to keep a very low profile, and they use us this way. A third function, which came up a little later, is the Kelly Girl service. Everyone goes to SLA conventions and they still need to know something. In fact, we've even gone so far as to do something free lancers are doing, and that is filling in for a couple of days in a real emergency when they need a body on the premises to help answer questions.

We received very cold treatment from the general librarians and special librarians when INFORM was first started; everybody viewed us as a threat. The special librarians thought,"We're going to be fired! They don't need to keep us!" and the public librarians thought we were being "uppity" and putting them down. That's no longer the case. Almost everyone has come to realize that we have no intent to supplant anyone and that we serve a very useful supplementation function for everyone. Most of the business community gives us whole-hearted support, and when we have been threatened in various ways, they have come to stand behind us. Special librarians have even gone so far now as to ask us to help them document needs for increased staff and budgeting for themselves, and have worked out a way that is quite effective. By using us heavily and documenting how we do our work, they can build up a case to take to their superiors to show how they can more efficiently use in-house talent to cut down on outside expenses. So far, it has worked in every case.

A very interesting point came up last night in a conversation among ourselves. What are our relationships with special librarians when a corporation

brings their questions to use and doesn't use the company library? We feel a very strong responsibility to try to bring the corporation inquirer back together with his corporation librarian. Most of the time, the information is very closely tied to what the whole company does, and may already be in the company library. We handle this very carefully because we have a confidentiality agreement with every client; we wouldn't want to reveal their names or their questions unless they gave us permission to. So, even though I might start the search and do whatever is necessary, I always ask that kind of client if I may speak with the corporate librarian about this subject to be sure I'm not overlooking anything. If they say yes, then I go to the corporate librarian and say, "I would like for you to know that I am working on this for so-and-so. I feel that perhaps they have overlooked or we may have overlooked material that may be in your collection. May we look for it together?" and that has established a very good rapport with these librarians. It even works at long distance with out-of-state clients. We feel that this is part of our function as a public library to educate our users.

There are many questions in my mind about the relationship of INFORM and the special libraries in the area. Have we had any impact on their development or lack of development? Are they growing as a result of our services? We think they probably are. Are they getting better salaries, more use? Or are they being cut back because the companies don't have to pay overhead if they pay us?

What are our questions like? They run the entire gamut. The first one I get from almost every public librarian is, "How do you know whether it's something they should pay for or they shouldn't pay for?" We don't have to decide; the client does. He knows whether he wants to pay $25 an hour for an answer or he doesn't. Most of our clients are very familiar with how a library works. If they're not familiar, and we think the question can be handled very quickly at the reference desk or in one of the departments, we check out that possibility; we always try to instruct our clients as to the possibility for a non-fee answer. Nine times out of ten, they say to me, "That's all right; I know about that. But I want it right now. I don't want to wait my turn, send somebody down there, or have to wait for the phone to ring." Or they want one person who can be responsible for finding that information and carrying the project through.

When we raised our fee from $18 to $25, we had exactly one complaint. The usual comments were, "Surprised you didn't do it sooner", or "How come it's only $25? Why not $50?" The guy who complained didn't seem to think it was unfair--it was just that his budget was getting tighter and he wouldn't be able to use us as much anymore.

The second question I get is, do we get referrals from the departments? Yes, but very few. Many business people use our library every day, but they are generally very good at it. It's more apt to be the general patron who gets stymied by a question that is beyond the scope of normal reference service. They're told about INFORM, but generally they're not interested in paying.

I'd like to talk about the marketing aspects. We have done some advertising; there are examples in your papers. This year we probably won't do any, though we have found it successful in some cases. We have clients from as far away as South Africa and Australia through an ad in *Feedstuffs*, which is an international journal. We have a number of legal clients, which may be due to two things: (1) I am married to a lawyer so I have entrée in legal circles, and I talk a lot; and (2) I realized that this was virtually an untapped market for INFORM two years ago, and I started aiming what publicity we were doing directly at them.

Most of our clients, however, come by word of mouth and we feel that that is more important. We do have a national clientele, but we also have a very strong regional clientele, and one of the ways we bring in new people is to talk to everybody. Susan talked about the social situation where you bring it up; I use that a lot. We entertain a lot in my home, we go to a lot of things, I belong to a lot of organizations. You have to get yourself out there in front of the public; it's a personal relationship thing.

We have many clients around the nation, because people who have used us in Minneapolis change jobs or transfer within the same company, and can't find the kind of service we offer in their new locations. One gentleman even called to say that he had investigated some groups we had told him about, but he didn't believe they could possibly do good research since they charged only $12.50 an hour. These people ask if they can use our services long distance and we say yes.

Our clients include everyone from the individual person who wants some kind of information to the biggest of corporations. However, we have

discovered in the last couple of years that our repeat clients who are regular--not those who come in once a year, but those who come in several times a year, several times a month, even several times a week--fall into two categories: the very, very large corporations with a staff of their own, and the service professionals, expecially lawyers, architects, advertising personnel, and management consultants. These are our best repeat clients, and lawyers are by far at the head of the list. They're terrific people to work for because they're very good at stating questions and giving you context--they don't hesitate to do that because they understand you need context to understand information--and they don't care how much they spend because they rebill it, and usually they double it. We charge $25, they bill it out at $50. But they're terrible to work for in that they are the worst in waiting for the last minute. They don't call me in the two years they are preparing for a trial; they call me the day they go into court, and they have to have it the next morning. Consequently, INFORM works crazy hours. The hours we answer our phone are 8:30 to 5:00, but the hours we work are considerably different. We've even worked on Christmas Day and charged for it like any other day.

When I'm out there talking to groups, I try to give them context to hold onto, and not just the fact that we exist. I have several transparencies for overhead projector that I use in this respect; one illustrates the very basic concept that the information the businessman needs is just one or two little pieces among a tremendously large field. I point out to them that the problem they face is getting this down to a workable size and finding something that will help them select the material they need. INFORM does this by offering to help them find experts, providing access to indexes, and/or doing computer searches (INFORM has Lockheed and will soon have SDC), providing bibliographies, compiling statistics, etc. What we do not do is write reports or essays. (In fact, when students come to us, we require them to have written consent from their professors acknowledging that they understand that the research is being done by a professional. This is to protect our relationship with the university; the professors feel it is fair for us to ask them for expert advice and we don't want to offend them by doing all the research for their students.)

Another transparency summarizes for them how information retrieval works when you're dealing with a professional group. As we work through the negotiation process, which is <u>all important</u> in fee-based research (should be in every

kind of research or reference work but it isn't always), we ask the professional to analyze the need in the context of the company, including any bias that the person is working from--we consider it very important to discover any bias that may be operating, the time frame of the information they want, the format it has to be in, any language problems they have or don't have, and appropriate sources for their needs. Can they use information if it comes from competing companies, non-competing companies, trade associations? Can they use verbal information from experts? And then we provide them with the final product.

I use these transparencies when I speak to businessmen's groups, primarily with the business people who are actually going to be asking the questions. One group of minority middle managers from Control Data had me come in recently to explain, not just INFORM, but how one uses information sources to provide oneself with background material; another group was made up of people who have been picked to be groomed for top level executive positions in about ten years. I also spoke recently to a continuing education seminar for the local chapter of the American Advertising Association.

My dream would be that every public library with any kind of decent collection and access to a good research collection in a university or college and some special library collections within the area would undertake this kind of project. I think it's so important that it's almost beyond words. Public libraries are in deep, deep trouble, and it's going to be a long time before we come out of that trouble. This is a workable idea, we've proved that in six years, to help relieve some of the pressure on reference librarians and still provide needed information, to gain great rapport with the business community who pay a large portion of the property taxes that support the public library, and also to truly maximize what can be done with information that we find from the collection. It puts a professional polish on the librarians whose popular image is still the little old lady who says "Sh-h-h..." Betty Frisbie expressed it when she said she was the very first woman at City Hall in many, many years who was not a secretary, and it took them a while to get used to the idea that she was a professional who could do professional things.

I absolutely <u>love</u> the reaction of my repeat clients who will not, some of them, make <u>any</u> kind of a decision without information now. They don't always come to me, but they've begun to understand how important information is and I, as a librarian, and Minneapolis Public Library have gained a new respect in

their eyes. I hear frequently from people who have never used me that they have heard out in the business community that Minneapolis Public Library (not just INFORM) does such a super support job for the business community. This can do nothing but good for public libraries, and our library in particular, and I think that's a very important function.

Questions and Answers

Q. How did you develop your fee structure? Does the library support your supplies cost or just pay salaries?
A. When it started in 1970, they took the going hourly rate of a librarian, multiplied it by three (which is what the business consultants told them to do), and came up with $18 an hour. When we raised the fee to $35, we began to look at our costs and figured this was what we needed to cover salaries, benefits, advertising, and materials. When the cost effectiveness study we are now working on is completed, we should know whether this really covers our overhead.

Q. When the request takes less than hour, do you charge for the full hour?
A. We do not. The first time we work for a client, we require before we begin the search that we must have a letter of intent signed by the financially responsible person. This is our legal protection. The first search must be $25 at least; after that first bill is paid, we work in quarter hour segments of $6.25. We take 90% of our requests over the phone, we negotiate over the phone, and mail out or deliver the final answer.

Q. Do you charge for such things as photocopying in quantity for a project in addition to the $25 an hour?
A. Yes, we bill all copies at 10¢ a page, except those done from microfilm which are 50¢. We also bill all telephone calls and any other expenses incurred in addition to the base fee.

Q. Is there any provision in your salary or other compensation for the fact that it's a unique kind of job? Do you get commissions?
A. We don't get commissions; it's a public library. I don't think it's necessary. I'm paid a salary like everyone else in the system and I think that's the way it should be. We're trying to maximize public library service; we're not out to make money, either individually or for the public library.

Q. How do you keep people who are good, want to make more money and go up the ladder, but don't want to move away from INFORM?
A. The feeling is that the library is not in a financial position to do much about this. The important factors are the control of knowledge, especially in special services, and choosing personnel brought in. There are many creative people out there and, as the new director said, it's the kind of job people will want even if they are not compensated for the overtime and responsibility, because it's such terrific experience.

We have just hired a second staff member permanently, and we made our final decision on the basis of personal qualities rather than coursework--a creative mind, insatiable curiosity, willingness to work horrible hours, and a real commitment to the idea that public libraries should be doing this. She can eventually pick up what she needs to know about government documents, which was the only coursework that I had felt was absolutely necessary.

However, there is a lot of drudge work that goes with the glamor. I can't tell you how many times I've stood in front of the microfilm machine for clients, reading ads for particular information ten to twelve hours at a time; for one, I looked for specific items in a grocery store ad over a three year period. We do this for classified ads, too, and that is much harder on the eyes. This kind of work requires no professional expertise and we charge for it at the clerical rate even when we can't snafu a clerk to do it. We are the ones who determine whether the level of the work is clerical or professional, not the client.

Q. In your library, do all the revenues coming in have to go into the city treasury and you receive an appropriation back, or do you operate with a revolving fund where you keep the money you receive for services?
A. The library has its own account. All services, such as photo-duplication, INFORM, or whatever, do into the library's fund and that is applied to the budget.

Q. How do you handle scheduling the peak and valley of demand?
A. We have a substitute list in the library system, and if a project comes up that we can't fit into our schedule, we can ask for someone from the regular staff or the substitute list to help out; we pay them for the time they're there. At the other extreme, there is usually something to work on; most of the time it's so hectic that we need a dull day to catch up on paperwork for the library.

And, of course, we have some long-term projects, e.g., a four page newsletter we write every month for a client who sends it out to the people who buy from him. That's the kind of thing we work on when we hit the valleys.

Q. What is your average turn-around time? Do you ever refuse to answer a question because of time restrictions?
A. We try to meet whatever demand the client sets. We make an agreement when they ask a question as to when materials must be delivered and we do everything humanly possible to do it--that's how we end up working nights and Saturdays. We do sometimes refuse questions because of time restrictions; we take the clients in the order they come, and if the situation is such that we can't fit the work into our schedule, we simply inform the person that he'll have to wait until such and such a time. Normally he finds he can wait.

Q. Have you ever botched a job and did you absorb the costs?
A. That depends on how you look at it. Clients for whom we can find nothing are sometimes ecstatic--that was just what they wanted to know. They didn't tell us that in advance, however. Reporter-type people are occasionally disturbed until they realize that this means they may be investigating something very new that they will be able to have published in a major publication, when they finally ferret out the material in the original form. Several years ago, we did an analysis study for a client that involved manipulation of census data; the client was totally baffled by it, in spite of the hours we spent explaining it, and refused to pay. When they finally understood the problem--that the question could not be answered directly by census data though they were required to use it--there was no difficulty between us and they paid.

Q. Do you draw conclusions or do just provide data?
A. We try to avoid a situation where the client asks us to draw conclusions from statistical material, analysis, marketing analysis, that kind of thing. It's funny to them that we're not experts in that field; but our expertise is in retrieving what is known. We have on occasion done some work where we do summarize, and we have on occasion interpreted. Frequently, our best clients who know us and the way our minds work--and we understand them in their company context--will say, "Okay, now give me what you think after doing all that reading. You've gotten a feel--what's that feel?" They know us well enough to

know how much they can trust our feel. For example, one of my favorite stories:

Grieg Aspnes, who is the librarian at Cargill, Inc., a private company located in Minneapolis, called me one day and said, "I don't have time to do this, but I need all the information there is about figs in South America, having to do with uses in agricultural processing." I worked like a dog, and it was really hard, because figs don't normally grow in the larger places in South America. So I started investigating could they be grown? What would it take, soil conditions, etc.? Had any research been done in the area? Well, I discovered in some very obscure literature that the results of some research studies that had been done in South America indicated that figs might make a terrific feed substitute for cattle. I was just thinking that this was right down their alley--Cargill makes feed for cattle--and starting on the export-import side of it, when Grieg called me up and said, "Carol, I hope you haven't done anything about those figs." I said, "Yes, I have, and I've got this terrific information about how they can be used as a cattle feed substitute." He said, "You're kidding! Send it right up, hand deliver it if necessary, I don't care how much it costs, just get it out here!" Startled by his reaction, I said, "What's the matter?" Well, it turned out that the question had come from their overseas office by teleype, a situation where you can't negotiate, and the teletype operator had put it in wrong. There was supposed to be a period after figs and the request was for figures in agricultural production in South America. In the process, we discovered a whole new field for them, and Grieg's confidence in my ability to understand what I was looking at then turned into someone else's confidence in Cargill and in Grieg and Cargill to investigate the whole problem.

Q. Do you have deadbeats?

A. We've had three unpaid bills in six years and now I'm getting a little antennae for that and developing a little more caution.

THE ROLE OF THE INFORMATION BROKER IN TODAY'S BUSINESS AND INDUSTRY

Speaker: Christopher Samuels
INFORMATION FOR BUSINESS
New York, New York

Christopher gives us a first-hand report on what it is like in the "world out there", where people have the power to make instantaneous decisions that have an effect on people, and one is exposed to pressures that librarians are more often insulated from. Representing an information company that operates in the "bigtime" (even has foreign affiliations!), he emphasizes that his product is based on library skills and services: in effect, he is doing the same kind of work that librarians in any kind of library are doing every day. He urges librarians to seek the support of the business community and public by translating the value of what they do into terms that are universally understood and command respect--dollars and cents.

First of all, I want to qualify everything I am going to say to you by telling you that it is personal opinion. These opinions come from a background conditioning which prompts me to do things somewhat differently, perhaps, than you would elect to do. I was not interested in working from a telephone booth across the street from the public library--that idea was repellant to me. Consequently, it took me longer to get into business, since I needed a capital investment of $900,000 to $1,000,000 to do it right.

Let me backtrack a little bit. I am a librarian, an M.L.S. like most of you. I began working at New York Public Library in 1958 and spent twelve years there before changing the direction of my professional career. When I started working there, my major notion was to develop skills that would help me in an academic library. At New York Public, patrons are not responsible for the gaps in your background, and they expect librarians to be able to work in any field they might care to name and in any language they can think of; young librarians could get kicked around a bit in those circumstances.

In the department at that time, there were twenty-three super duper reference librarians; one had two Ph.D.'s, one in Latin and one in Greek. That's power. Some of these people had been there for thirty-five years; Archibald DeWeese had started in 1919, James Tobin in 1939. Archie encouraged me into Elizabethan history, which I loved, and James Tobin encouraged me tc pick up some of the responsibilities for African materials, of which New York

Public has a fine collection. I was anxious to succeed and I spent a great many years in the mines, developing my skills.

At the same time, the private foundation which runs New York Public Library, the Astor, Lenox, Tilden Foundations, needed money, and my interest in politics was such that it was convenient for them to have me running around with politicians--every politician I could get my hands on. I wanted to know how they organized, how they raised funds, how they did research. At the same time, I met businessmen. As an academic, I had no idea what to expect--these were new creatures to me. I met some men from a consulting firm, McKinsey & Co., Inc. They were faster, brighter, sharper, and richer than anyone I'd ever seen. They knew more, they were more highly educated than I, and the way they conducted themselves shocked me: they made $100,000 decisions just sitting there tapping a pencil on a piece of paper.

I began talking with McKinsey & Co. in 1966 and was asked to talk with them in 1967. I wasn't interested in changing from New York Public at that time, but I spent a lot of time with Eleanor McClatchy, who owned the *Sacramento Bee*, the *Fresno Bee*, and twelve or thirteen radio and television stations on the West Coast. She felt certain that it would be ideal for me to come to California and help her put together a library-museum she had been collecting since 1920. So she called the New York Public Library and said, "I'm taking him." I was asked if I wanted to visit California; I went to California and learned a great deal about newspapers and the problems connected with the newspaper business at first hand. I also worked in a political campaign for a candidate who was subsequently shot.

While I was there, I did make a contribution to a funny little library that was shared by a McClatchy newspaper, radio station, and television station. Each organization had offices on a different floor of the same building, and using the library entailed a great deal of running up and down for the people on the other two floors. I thought up a movable library, i.e., a dumbwaiter type of arrangement, by which the library could be moved from floor to floor as it was needed. The architects said, "Let's do it," and they frightened me--they blasted a hole in the ceiling the next day.

By this time, I had discovered that businessmen have the power to make instantaneous decisions that have an effect on people and I began to think again about business. I was sidetracked for a while by another project

assigned to me by New York Public, which was to work with an author who was absolutely certain we could find the Czar. If we could find the Czar, we could claim all that money... It was wonderful academic research, the kind of work I was trained to do, and I'm convinced we found him--just one little bit of business that needed to be picked up. The person I was working with did write a book about it, *The Hunt for the Czar*.

By late 1969, I had the bug again to try business, and fortunately, when I called McKinsey this time, they called me. I had no idea what McKinsey did for a living, but there were only 500 people; it couldn't be difficult. After all, we saw 13,000 people at the library every day and processed hundreds of thousands of questions all day long from 9 a.m. until 10 p.m., Saturdays, Sundays, and holidays.

When I got to McKinsey, I discovered that I knew nothing. First of all, I knew nothing about money--that was the crucial thing, and I knew nothing about business or McKinsey's way of doing things. They gave me a bank account of $500,000--not a budget--and told me to write checks, spend the money, and if at the end of the year they didn't like what I was doing, I would be out. The second day I was there, one of the managing directors called and asked me to step down to his office; he wanted to see me. On the way down, I met one of the partners, who asked me to step into his office. I did. He took me by the lapels of my jacket and said, "When I bill a client for three quarters of a million dollars, I wear a white shirt. What color do you wear, sir?" I began learning right away; I wear white shirts. They are part of a businessman's uniform.

The managing director said, "I wanted to know what a Research Administrator looked like." I said, "Do I look all right?" He said, "Okay, except for the blue shirt, you look fine. What's your definition of research?" When I said I really hadn't thought about it, he said, "On my money, let's think about it right now. We're going to write one right now here over the table." And he took out a dictionary.

So we wrote a definition which began, "For company purposes, research is always doing a little bit more than is needed, a little bit more than is expected, doing it on time, every time, all the time." He said that would be satisfactory and gave me an assignment, telling me to drop in and see him in two and a half weeks when he would be back from Bermuda.

It was a simple-minded assignment, but I spent two and a half weeks working on it from 8 a.m. until midnight, and I still couldn't finish it without help from a lot of people. The morning the director was due back, I figured I would get there early, so I was there at ten minutes to nine. The place was black, the office was closed. Five minutes later, members of the staff started drifting in, and at 9:00 his secretary arrived. "You've made a mistake," she said. "He's already in there, waiting for you." So I went in, and he said, "What kept you?" This kind of pressure is foreign to the academic world. There's another world out there, and this is the world I'm attempting to get at, the kind of service I am working with.

McKinsey knew all about leverage; they could do seemingly impossible things with information. The first thing I ever worked on was the reorganization of the Bank of England. It boggles the mind to think that something that big can be moved--you have to adjust to the idea. But what counts is having enough information to make a huge organization topple one way or the other. I discovered they were absolutely superb information users, better than I was. They knew more about information than I did, and I was the Research Administrator. (There was no such thing as a librarian at McKinsey in those days: they weren't permitted.)

My second assignment came when somebody in the New York City Government realized there was going to be trouble down the road and thought it might be a good idea to take some preventive measures. The important thing right then and there in 1970-71 was to reorganize the tax base. I was one of four or five people assigned to the project.

Problem: What do we tax? On the table there were an ashtray with cigarettes, hot dogs, and bottles and cans of various kinds of soft drinks. How about cigarettes? There's already a tax on them. Okay, let's tax the nicotine in the cigarettes. This novel idea had almost immediate impact--the country was flooded with low tar, low nicotine cigarettes. This was of little help to the city tax revenues, but it improved the health factor in the whole country. Take the hot dog. There's chicken in it? Tax the chicken. Get after the things you can get after--don't worry about the appearances of things. Immediately after this went into effect, all-beef hot dogs flooded the markets. Lost New York a taxable thing, but now you can get all-beef hot dogs all over the country. The soft drinks are in glass bottles?

Let's tax every molecule of unrecycled glass in that bottle. The companies screamed, but they found they had a recycled bottle they could use. It might be a little more expensive, but they weren't going to give up the New York City market. How about the soft drink cans? What's in them? They're aluminum on the sides and steel on the top. Okay, tax the steel, get it out of the can, and it will be very easy to recycle them. The manufacturers protested it would be too expensive; they would have to retool the whole plant. The tax law passed, and the next day all aluminum cans arrived in New York City. It may have done more for the ecology than the tax base, but it had impact. And the librarian has to get all this information.

What McKinsey proved to me was that, with information, you can make anything happen in the world, turn the country upside down. All you need is four or five consultants, and underneath them, a library full of thirteen mad dogs running around. I was in the pen with the mad dogs for three and a half years. The crucial thing I picked up was that I was in a new world. The company was having an effect on the business community that exceeded anything I could have ever dreamt of. They were able to get the attention of top management anywhere across the world. When they wanted to do some work in Tanzania, they called the president and asked if they could send over three of their young associates who needed some experience in dealing with heads of government. In return, Tanzania got enormous skills out of these people while they were there. McKinsey has this quality: they talk to money. As a librarian, I couldn't help but notice what they were doing.

In 1970, I hired a woman out of Columbia, Paula Kaufman. Miss Kaufman joined McKinsey shortly after I did. The object was to form a research team and deliver a product from the library--no analysis, no problem solving, no decisions--all we did was provide answers. But these answers had to be provable beyond a shadow of a doubt--the company was liable for mistakes and a mistake would open it up to every kind of conceivable lawsuit in the world. If the Bank of England were to go under as a result of something McKinsey told them, that's all for the company: their reputation depends on the work they do.

Now, if a client is paying you a million dollars a year, you have to be extremely careful not to find yourself in the position where the client does not agree that what you are doing is worth it. If that isn't public library work, what is? You have to convince the public that what you are doing is

worth the money you are spending. It is not unusual, however, for people to translate their concepts of libraries, librarians, and library work into lowest possible elements. What we needed to do was take what we were doing at McKinsey and translate it into a million dollar effort.

We wrote a proposal--and we were literally laughed out of the office of some of the partners at McKinsey. They couldn't believe anyone would write such drivel. From September, 1972, until January, 1973, we rewrote it twice a month. We had to rewrite it every time because we were told to bring only the originals with us, and they were torn up if they were no good. So we had to start over again each time. I can't tell you the agony; I wrote it with Miss Kaufman and we sat there every day, weekends and holidays, from 5 to 11 every night, and wrote until we were blue in the face and screaming at each other, really upset. The laughter stopped in January, 1973. We took that version to the first investment company we could find and took it in. They gave us the money.

What was the money for? It was given to two librarians *to create an information product that would be recognizably superior.* How were we to spend the money? There were no restrictions on how to spend the money, no time frames; just spend it and produce an information product that is worth it. Naturally, we were thrilled.

It's now summer, 1973. We announce we are going. The silence is deadening; yawns, my replacement is already walking the halls. I was a little bit nervous that perhaps the feeling of camaraderie had ended. Fact was, when we left McKinsey, we needed a bank--Morgan Bank showed up. We needed an accounting firm--two accountants from Price, Waterhouse very kindly called and offered to help us a little bit. We needed clients--we received the McKinsey alumni directory with instructions written by hand, "Just dial if you need anything."

So we began to dial. We also made a decision that we were going to advertise--go after that business community and stick to them. We didn't really anticipate doing quick research (our clients ask us to and we do it all the time) but we really wanted to get into the bigtime quickly, not because we were avaricious, but because we realized we had to if we were going to have an impact. So we developed explanatory brochures, beautifully written by a McKinsey editor, beautifully printed by a McKinsey printer. It

told what we were doing for a living and we sent it out. Everybody said, "That's wonderful; that's what you do for a living." But the phone didn't ring.

When you're starting to chew up a million dollars, you begin to get nervous, the sweat breaks out, you go a little bit crazy. I dialed all the McKinsey people and they said, "Sure, how much money do you want? We'll run some money through you," but not, "We need your service. So we took out an ad. The headline was a quote from Samuel Johnson: "Knowledge is of two kinds; either we know a subject ourselves or we know where we can find information upon it." (A lot of people in the broker community have used this quote.) It explained our business, but it didn't convince people they needed our service. However, we did get a letter from Japan addressed to Samuel Johnson. We sent a letter back, saying that Mr. Johnson was deceased, but that in his place... In that letter was $2,500 worth of work, and I would have taken it if it had been addressed to Mickey Mouse.

The crucial things was, we got people to pay attention to us on major assignments. This didn't mean we couldn't compete on the small level; we just weren't going out and looking for it since bigger money was where we wanted to be. It took time to convince people that this was what we wanted to do.

The reason I've gone into such detail is that the work we do is no more than what you, as a librarian, do every day. It's exactly what you do every day, or there's something wrong with you: we provide answers to questions. If we don't understand a question, we will pound away on the person who has asked it until he tells us. We are not accustomed to having people call us up and tell us to work for them without an explanation; if they won't explain, we won't work. But we also play a kind of Russian Roulette with our clients. It's very dangerous--it says you could be out of business tomorrow if you make a mistake. We tell our clients three things:

(1) First of all, pay us if we do the job. Don't pay us if we don't.

(2) We don't wish them to pay us except when we are working for them. Example: If you are paying me every month $100, $200, $500 at the beginning of the month, I take the $100 and I put it in my left pocket. Every time you call me, I take $1 out of my left pocket and put it in my right pocket, because now that you have called me, I have had to work for that $1. My object

is to keep you from spending the other $99 somehow, even if I don't answer the phone. You're not earning me money when you call me: I've got it already. We try to position ourselves as a company so that we can say, "When you want us, call us. Pay us only for what you use, nothing more."

(3) We developed a proof system. If we do anything for you, we will tell you absolutely and completely what it is that we have done in your behalf. If we call someone, we will give you his name, address, and telephone number, and what was said. If we have looked at an article and it is legal and possible, we will give you the article. Any document or book we look at, we will tell you. We also tell you what didn't work so you don't sit up wondering, did they try this, or do that? If it isn't in the report, we didn't do it; if we don't give you an absolute proof system, don't pay us.

I propose to you that this is library work, and I want you to urge you to agree with me that, in fact, you do it all day long. What would happen if you pulled a boner and told someone something was in the BPI and it wasn't there? You can't make that kind of mistake.

The trouble is, the people you deal with in the public library today do not perceive dollar signs, or if they do, it's to take them away, not give you more. INFORM is an excellent example. This is a pioneering area--there is plenty of room in the public sector for companies in that end of the business. There is also a lot of room for the private entrepreneur. Let me give you an example. (Let me emphasize that these are my opinions; they have nothing to do with reality.)

It is really unethical as well as improper for legal counsel to enter into an arrangement with clients such that he is not fully satisfied himself that he knows what the client is doing, e.g., Judge Sirica's admonition to Mr. St. Clair, "Do you mean you really haven't heard those tapes?" That phrase rang a very clear bell in the legal community. They can't pull that kind of stunt, i.e., go into court on a point of law. They have to know the substance.

Librarians are the ideal answer. No lawyer on earth who is worth his salt has time to do more than practice law. He is not going to practice chemistry or show business, he is going to practice law. What he needs are sources that will supply him with information about every conceivable subject; it doesn't matter if it is liquid crystals or fish cakes.

What matters is, there is a world out there that is beginning to develop. The trouble with most of us in it--I include myself--is that we have never really sensed our true value. Librarians are always saying, "I wouldn't charge you for that." Charge him, charge him! They're so used to it!

Librarians do charge a lot of money, but they do it under the table. Let's take your $12,000 public librarian in a public library. There's $3,000 in benefits, another $3,000 in space, utilities, and insurance; you're talking about an $18,000 body. And that body is not sitting there dismembered. It has, say, a $20,000 a year collection. Now we're talking about $38,000. Let's throw in $2,000 for little, odd items. What about a clerk? Can't have a collection without a clerk. The librarian can't be everything, though sometimes it is true that they are made to be everything. Fact is, most libraries are costing whatever institution they are connected with $50, $60, $100,000 a year. Have you ever been able to translate for your management the fact that you're walking around with $100,000 in your pocket, or $50,000, or $25,000? The only way you're going to have an effect on the business community and even the public community is to make them think instantly when they see you, "There's $18,000 walking by." And when they see you, they're going to say, "This person is chewing up money like crazy!" And that's the one thing you want them to say because that's the only way you'll get their respect. You'll forgive me--I grew up in a Sicilian family and I understand the word.

The second thing I'll tell you is that it's crucial, once you have translated the value of what you do into dollars and cents, to make the public aware of it. I take ads in the *New York Times, Newsweek,* anywhere; I do it there because it's the only place I can get them to pay attention to me and have respect. But you have to do it the same way. You have to find out exactly who uses your services and why, quantify it, put dollar signs on it. Do it as an exercise in self defense--every public library in the country is about to get zonked.

So, I suggest to each of you, that the work I'm doing, that all of us are doing--INFORMATION ACCESS, FIND, INFORMATION RESOURCES--is the same; we're all doing the same work. We're all librarians, call us ourselves anything we want. I don't mention to my clients the fact that I'm a librarian; some know and they're always surprised that I'm asking for so much money. Every time I

go in and ask this one old man for money (he just happens to run a billion dollar business) he always turns to his secretary and says, "Is this guy really billing me this money?"

Fact is, everyone of you is in a new world of information. You can enter it singly, there's no reason why you can't; just be sure you have the stomach for it. It's tough, it's gut wrenching. If you don't have the revenues, the lights go off. The telephone service in New York can be shut off instantly, in one day, if a bill is not paid. I'm sure all of you who have ever come anywhere near the IRS know how tough they can be. For a business organization, they are even tougher--if you miss one payment, by one day, you are closed instantly with tape on the door. That's a world most university and public librarians don't get involved in. It's just that you're removed from it like a soundproof room; you're insulated.

For your own safety, your own development, your own future, start trying to attach numbers. If you're sitting in a library and you don't know how much it costs per square foot to have you sitting there, find out. Go to the janitor, go to the building maintenance person, find out what the average cost is for benefits, overhead, utilities. Learn the salaries of your compatriots. Do it as an exercise in a group; anything, but come up with a blasted figure. Then take that dollar figure and translate it into services; if you have to, go out there and figure what the value of those services is. What you're doing is, you're going to be changing the nature of people's reactions to you. What you'll end up with is the respect of the business community and the public. They love you now, but they'll respect you later. I think if you can get to the point where people are respecting you, they'll give you the money you need when you want to change things. They'll allow you to set measures of success and failure on yourself and your services because, always, there will be the balance sheet with dollars and services. The dollar services things have seldom been laid out; try it. I would suggest to you that at the end of the exercise, you might be a little bit sleepy, but the person right on top of you, whoever that person may be, and the person on top of that person, will pay more attention to you, your opinions and ideas, and you might get more INFORMS.

I think I've exhausted most of what I had to say, except to reiterate that I'm a fellow librarian of all of you--an acknowledged librarian, one not

ashamed of it though I'm distressed by the title; I'm not at all upset by my profession. I love it and I would hope that any of you in the future who would like to discuss this further, your own plans in this end of the business, call me, write. I'll be delighted in the time frame that I have (I have only a few hours a day--have to earn some money) to do anything I can to help you. If you're in New York, come spend some time with us. Our place is open; I'll show you how we do it, why we do it, what we're made up of. I'll introduce you to everyone of my staff and you can sit there and poke around for a while and I thank you for your attention.

Questions and Answers

Q. How big is your staff? Are they all librarians?

A. Fifteen. No, I have some pages. Obviously, you have to have stuff on the shelves--nothing on the shelf, nothing off the shelf. A library is a kind of manual computer; garbage in, garbage out. Therefore, every night before we go home, every scrap of paper is put away--I don't care how long it takes--or that kid is fired. Or, if there's one thing out of place, he's fired. So he stays there, and he files things very slowly and carefully. That's number one; the pages do this.

We also have what we call production people--clerks, bindery clerks, filing clerks, mail clerks, all that kind of nonsense. Then we have librarians; they run the company. My partner and I and five of our staff members are librarians, one is an engineer, and two are MBA's. We have, out of that staff, between seven and nine pretty good researchers. It's always interesting to see the effect of a librarian telling someone else who is not a librarian to do things; it has a salutary effect on their emotional development.

Q. Are you incorporated?

A. No, we are not. We aren't now, but we'd love to be. We are a partnership. The responsibility and liability for every single thing we do rests with me, and I own nothing. Like Ghandi, I walk through life without a stitch of clothing that I own. Everybody in my family owns everything--my kid owns more than I do, and he owns my shoes. The fact is, as long as I am poverty stricken in the face of the law, nobody is going to sue me. But also, in terms of our investment and the people who have invested in us, this keeps

us on our toes, right? You don't make any mistakes or the bullets start flying and there's no defense. There's no "Inc." at the end of your name that says, "Gee, I'm sorry! There's only $2 in the account and I'm not liable." We are personally liable for everything, right up to the sky. I would recommend that anyone going into business incorporate immediately; I don't care what the title of the company is, incorporate.

Q. You don't like the term librarian; have you given any serious consideration to an alternative?

A. The problem is that there are all kinds of buildings all over the country called libraries, and what do you think are in those libraries? I expect the library schools will have to take the lead by changing the name of the school (some already have), but the name of the graduating person will have to be changed, too, and the degree he receives. Terrible degree, terrible! Really! Master of Library Science. The first time you say that to somebody who doesn't know anything about library science, he knows you're lying. There has to be a better way, but I don't know what it is.

Q. Are most of your clients New York based?

A. The last time I looked at our client list, it had 442 names--not much, but enough to keep us busy. Of that list, only 25% are located in Metropolitan New York Area, which includes Westchester County, a couple of counties in Connecticut, and northern New Jersey. The most clients we have overseas are located in two countries. I'm sure you can guess them right away--Germany and Japan. I would say those two countries constitute at least another 20% of our clients. The rest are scattered all over the place, and they're located in such godforsaken places as Green Bay, Wisconsin, and they always want meetings in December, never during the football season--so I don't even get to do that.

Q. Do you have arrangements with information agencies in other countries so that you are part of an international network?

A. We have deliberately gone to do that. Ostensibly, we have fourteen affiliations; in truth, only about ten can deliver the product we want. Our best affiliate is located in Japan. It is a major advertising agency which spends more than US $5 million every year on its internal information system.

They are superb. I've seen the work they produce; they produce it cheaper than we do, and they do a better job. However, we represent them in this country so we're getting a great buy out of that. They are exceptional, even in Japan.

Like everybody else, we say we have an international network. What does that mean? It doesn't mean anything. It's usually much more satisfactory to pick up the telephone, call London, and get an answer. Or call Germany, or Latin America. That's the way to do it. Every once in a while, you get dragged out of the country and have to go visit them. Generally, what you find is an unmitigated bibliographic mess. And I don't say that in a derogatory way; it's not their fault. They are fifty years behind us and there is no way for those countries to catch up to us, even if they struggled overnight for a hundred years.

The information system that we have in this country works so much better than anywhere else in the world that, when somebody asks me about a foreign country, I would much prefer to dig around here than to try to get it out of those countries. It's easier and cheaper for me to find it here, and we do it most of the time. So, except for our affiliate in Japan and Euromonitor in London, which is really excellent, we don't find these guys to be too helpful. It is my firm conviction that Americans are the most aggressive information gatherers in the world and that they beat everyone else hands down.

Q. What languages do you use most in your work? Do you have any special language problems?

A. English is the language of research, French is the technical language; we have no problems there. I don't have to worry about Japanese--anytime we want something translated, a major Japanese trading company sends over two translators who do it for us on the spot. Or, if it's too complicated for that, I just send the Telex via this same company and they translate it for us. We generally don't need more than French and German, and some Spanish occasionally for UN publications. Other than that, English is the primary language we work with.

PANEL DISCUSSION

Panel: Maxine Davis, Susan Klement, Christopher Samuels, Carol Vantine

At the end of the day, participants were invited to ask any questions they might have, either for one of the speakers or for the panel as a whole. Because of time limitations, this period lasted only twenty minutes. Discussions touched on liability, how to handle identical questions from two clients, listing in the yellow pages, terminology for information brokers, and the future of information services, as well as specific questions directed to an individual panelist.

Q. I would like to ask Mr. Samuels why INFORMATION FOR BUSINESS is not incorporated.

A. *(Samuels)* I'm sorry to tell you, I don't have any control over that. Steps are being taken to incorporate, but it's a long process when you are involved with a lot of money--and your limited partner would like to have you exposed every inch of the way. They would rather have us run nude through the city.

Q. Mrs. Klement, would you explain the role of INFORMATION CANADA vis-à-vis your company?

A. *(Klement)* INFORMATION CANADA was an agency of the federal government but it is extinct, as of April 1. Its main purpose was to provide information to citizens relating to the federal government, but it also ran bookstores which sold government publications. The bookstores are still there under a different name but the inquiry centers no longer exist. Vis-à-vis me, my main problem was that, since they're INFORMATION CANADA and I'm INFORMATION RESOURCES, our names appeared very close together in the phone book, and if their line was busy, I got their call. But, of course, they were not wanting to pay for the service, so usually I just referred them to the public library. I would say that for 90% of the questions, the public library was a more appropriate source than INFORMATION CANADA.

Q. Mrs. Klement, I have heard that you are working on a project with the Canadian government on alternative roles for librarians. Would you please tell us something about this?

A. *(Klement)* Saying that I am working with the government sounds extremely glamorous. However, (1) this is entirely a volunteer project--there's no

contractual arrangement involved; (2) I am only one of a number of librarians, each representing a different professional association, the library school, library technicians, and so on. I think it's fair to say that it was my idea, but all of my colleagues are just as interested in the thing as I am. We are working with the agency of the federal government, Canada Manpower, that deals with employment. They are very cooperative. However, unfortunately, unemployed information people are such a tiny drop in the bucket in comparison to other unemployed, such as nurses--in Ontario, we've had hospital closures lately--that although they're very cooperative, they will only go so far. I think there's not enough time available to really get into this here, but I will say that I feel that a major project for librarians at this time is to define just what it is that librarians and information people do. I see that as being an enormous job, just making out the list.

Q. Please comment on the use of disclaimers in contracts to prevent being sued for misinformation.

A. *(Klement)* I have discussed this question at length with my professional colleagues and with my lawyer and I feel that I am as liable as any one of you is, and no more: I don't feel that because there is a fee involved I have any more responsibility than you do. That is because I feel that all of us have an enormous responsibility, and that is to do the best possible job. What I do, as a check for myself, is phone up all of my colleagues that I think are relevant and say, "This is the kind of job that I am working on (all the time protecting job confidentiality, of course); this is what I have done. Do you think I have missed anything?" I try to protect myself in this way, not because I'm concerned about liability, but because I'm concerned about doing a professionally competent job.

A. *(Samuels)* Let me tell you that the first indication you have of liability comes the minute you mention it to counsel. Counsel will immediately tell you that you should set up a defense against liability. In a partnership, what you usually do is put in some kind of innocuous statement (very carefully worded) to the effect that the limit of your liability is the sum of payments you have received for the work. That, as you understand, is purely defensive; it has nothing to do with reality. In fact, what you do is put up a modest defense--a picket fence--and you know what happens to a picket fence when a

bulldozer comes along. There is no defense: you are liable, especially when you are working with opinions that you are passing on, and somebody's doing something with those opinions. If a company invests money in another company based on your work and it doesn't work, they could come back and slap you with a lawsuit. By the time they get through, you're broke.

A. *(Vantine)* We feel very responsible for providing accurate information, and to do that, I do something very similar to what Susan does, in that I check with people who are knowledgeable of the area to make sure I have not neglected something. I also indicate on everything I give to anyone, always, what the source is, and whether or not there is some reason not to give full confidence to the source if I know about it, e.g., such and such a source generally tends to exaggerate, or they use small samples in gathering their data, or whatever. You know these things after you've worked in the field for a while, and it indicates to the person who is going to be using the material what you know about how it was originally put together. In addition, when we turn something over to someone, our cover letter always indicates that to the extent that we were charged with doing so many hours of research, we have used thus many tools, found this material, and to the best of our knowledge in this amount of time, this is the picture. Our legal counsel indicates that this is sufficient, and in point of fact, we've never had a problem, so I don't know what would happen. Maybe we've all been lucky.

A. *(Klement)* I'd like to add to that just a little bit. I have never had a client say to me, "You have unlimited time and unlimited budget. Find me everything." In every single case, there has been a limit on time and/or money. To that extent, I think liability is limited. The second thing I want to say is that, according to my lawyer, disclaimers won't help very much; putting in a disclaimer to whatever effect does not prevent a lawsuit.

Q. Mrs. Vantine, why does INFORM charge a full $25 for the first search and require written confirmation of the search?

A. *(Vantine)* This is for our own protection. We find that we have a much lower rate of fly-by-night questions. We never used to require this, but in 1975, people were hurting all over the place, and we got all kinds of questions from all kinds of people (some of them about to go under) particularly after that newspaper article came out. They went under after we did our search, and

we had difficulty collecting. So we decided that--we were told that--it would be to our advantage, at least until we had one paid bill, to make sure that every client understood that they were making a contract with us. If you look at our contract, it's nothing but a bunch of lines. We put it together new each and every time and sometimes it's nothing but a bunch of phrases. Consequently, we were informed that if the clients understood, by virtue of having to write a letter of intent, that they were entering a contractual relationship, we would probably have a better collection rate. In fact, that's exactly the way it worked with our particular clients. Now, that may be a unique experience, I don't know. We do things very informally around our operation. After they've paid a bill, we figure they're good for it. It's really a psychological device.

Q. With reference to the second question on the Discussion Questions sheets, if you have two clients who are asking for essentially the same information, how do you handle it? Do you charge the second client the same fee you charged the first?

A. *(Klement)* The situation has happened to me on the most incredibly esoteric subject of the chocolate market in North America, and, believe it or not, the questions came one right after the other and were not related. My two clients had no relationship to each other and wanted the information for entirely different purposes, which is incidental. I gave the same information to both clients, charged them the same amount of money, and I feel very, very strongly that is the proper thing to do. I agonized over it at the time, but I no longer have any problems. I didn't repeat my search; I'd only done it the day before, and I doubt very much had changed that I would have had access to. Don't forget that my information is not corporate information, it's public information. If I were to give it to the second client at a lower rate, the first client would be subsidizing the second. You could say, okay, in that case, phone the first client and give him a refund. I do not feel that is necessary. I feel that in any business there must be a certain amount of gravy to pay for the cases where you go over budget, and the money comes out of your own pocket. I also feel that if I were to say to one client, "Sorry, I can't do that for you; I've already done it for another client," (a) I might be revealing corporate information--the fact that I said I had done the

work would tell the client something; and (b) to me, that's a form of censorship. I'm not in charge of information, I merely happen to have learned how to gain access to it. I'm not selling information: I'm just selling my time and expertise.

A. *(Samuels)* Let me pose the question another way. Let's suppose you go to your doctor and say, "I have a pain in my stomach." He says, "That's your appendix," and you ask him if he has ever done that before. When you hire someone to get information, make a diagnosis, or to do anything for you, you're paying them for their expertise. The fact that they've done the same thing for someone else before doesn't entitle you to a break, nor the person before you--they're not going to call and give him half his fee back. The truth is, when you want to buy expertise, you pay whatever the price is you want to pay. If you don't like the price, don't pay it--but you can't go around wondering whether someone else asked the same question six minutes before.

A. *(Vantine)* I essentially agree, except that in INFORM we have a policy that even if the question were asked that same day, we redo the search from scratch. I know, it's horrible, and sometimes these questions are the worst ones we have all year. We feel very strongly, and this has been discussed at great length within our organization and with the administration, that each client is entitled to an individual response to his individual need. In some cases, we have discovered in the process of redoing the search that we may have actually missed something that we didn't know we'd missed. We not only supply it then to the client who is paying for the second search, but to the client who paid for the first one, because we do that as a normal service anyway: with all of our clients, if we come across something that we think might be appropriate to a prior search, we call them up and let them know. In addition, we have found on occasion, by thinking through the question again as if we had never heard it before, that two clients are not really asking the same question although it sounds and looks that way. There is a difference because they come from different corporate situations. Consequently, even if we did it that morning, we redo it. It hurts, but we do it.

Q. Please comment on the terminology for Information Broker versus Free Lance Librarian, Peripatetic Librarian, Information Professional. Someone mentioned that if we call ourselves Information Brokers, it means that we just transfer information without doing anything creative ourselves. How does the panel feel about the terminology and what term do you think is good and not limiting?

A. *(Klement)* I don't know. None of the terms is satisfactory; none presents the right kind of image to our clients. I never really know what to call myself. When I sign my letters, I just put Susan Klement, INFORMATION RESOURCES. I don't know what else to call myself. Some of the terms I think are accurate are just so clumsy and unpleasant, e.g., a lot of people in Canada are tossing around the term Information Transfer Person.

A. *(Samuels)* I think most of us would prefer to be called King of Norway; that might serve the purpose. It would certainly impress your clients and patrons. The fact is, there is really no good name and librarian is about as good as you're ever going to get. It's serviceable right now, and I have never heard one that has really worked, never. I think brokerage is wrong; I don't know whether it's limiting or not, but it has the wrong connotation for me on a personal basis. Sounds like I'm Merrill Lynch and I ain't Merrill Lynch. The other problem I have is that I've heard Information Consultant and Consultant for Information. How many times can we play around with the same English language words? Why don't we just take a German word and stick it in there? No one will know.

A. *(Vantine)* I usually get that question from non-library people--clients and social contacts. When they ask, "What do you call yourself?", I always say, "I don't care what you call me, just call me."

Q. How do you list yourselves in the yellow pages?

A. *(Davis)* I get a call once a year from the phone company asking me what I would like to list myself under, and I say, "Well, what have you got?" The first thing I listed myself under was "Information Services". They also had a number of other possibilities, e.g., "Library Services", "Research", "Marketing Research". I put my name under all of them. I just figured that I would take whoever I got and see what kinds of things they came up with. Now,

the one thing I hope all of you public librarians will remember is that when people want information, they look up the word "information", and they think they are going to get the public library. I get questions like, "What is the name of the Secretary of State, please?" from a fifth grader, or "I have to know everything I can about abortion very quickly." I usually refer these people to the public library.

A. *(Klement)* I would emphasize that very strongly--I think that public libraries should be listed under "Information" also. But I disagree with you, Max. I'm afraid that all the people who call me wanting to get information do not assume that I am the public library: I'm afraid it doesn't occur to them that the public library has anything to do with information. As to listing in the yellow pages, the situation in Toronto has been very bad until this year. There has been no appropriate listing, and I have been listed under "Research and Development Bureaus" which is, of course, inappropriate, but the closest they could come up with. The only result of that is letters of application for jobs. I get lots of calls from the white pages, but none of them from people who want to pay. This year, for the first time, there is a listing. I think it's called "Information Services", and I am listing under that as well as another new one, "Library Research Services". I'm listing under the second one only because it is accurate, not because I expect to get any business from it. In my opinion, people wanting information do not think of the word "library".

A. *(Samuels)* I have long since given up. I have no idea what to do about the yellow pages. I know they're there but I don't even know how many times we are listed, maybe only once. I would suggest that, for our purposes, the white pages work better.

A. *(Vantine)* Being a public library, we have a different problem. This year is the first time the library has finally allowed us to have a separate listing under our own name. But we're also listed under "Public Library", and I spend a lot of time explaining that although I am part of the public library, I cannot answer questions like when Taft died or who shot whom, and that such and such is the number to call. The word INFORM is too close to "information". This year, we finally have it listed as "I*N*F*O*R*M, fee-based research", and I still get calls about our hours and that kind of thing.

We haven't come up with a solution to that problem, except possibly changing our name.

Q. What do the panelists see as the future of the information industry, the information profession, where we are going, and where we're going to be five years from now?

A. *(Klement)* In ten words or less? My feeling is that the future is infinite. I think that the copyright legislation is going to make an enormous difference, and I have all kinds of horror fantasies about what that difference will be. I think because the question is so enormous I won't say any more than that.

A. *(Samuels)* The future is something everybody predicts all the time time. I do it on a minute-to-minute basis. Let me tell you, I have no idea where the future in information lies. I can only tell you that there a lot of us who jumped into it because we felt it had the most glorious kind of future, and we're not here and sticking to it without some kind of understanding that the most interesting developments are about to occur in this field. They will impact on public libraries, they will help us in the private community, and they will make life very exciting over the next few years for a lot of librarians who want to participate in it.

A. *(Vantine)* If the kind of interest that was shown in this conference and in others that I know of is any indication at all, it may be that in the next few years, librarians (or whatever you want to call them) will suddenly realize the immense amount of power we hold that we have never exercised. If we begin to exercise that power, because we are the only people at the moment who understand how to get to information and how to supply it, and if we begin to do what Christopher said earlier about dollar costing it out, we can become one of the most important segments of our economy, and of our nation. I think that, with a little luck, we'll make it. It's going to take a lot of hard work by people like us who are already in the business, it's going to take a lot of interest and guts from those of you out there who are thinking about getting into the business, and it's going to take a lot of changed attitudes. But I do think we might make it.

A. *(Samuels)* I'd like to make a suggestion. If you want to prove how important you are, in 1977 every one of you schedule your vacation in the

first week in September. Why don't you see what happens when the whole blasted country comes to a halt right after Labor Day?

School of Information Studies, Syracuse University
CONTINUING EDUCATION PROGRAM

INFORMATION BROKER/FREE-LANCE LIBRARIAN
--NEW CAREERS --NEW LIBRARY SERVICES
WORKSHOP PROCEEDINGS

LIST OF APPENDICES

	page
Participant List	A-1
Directory: Free-Lance Librarians and Information Brokers	A-7
Services Provided By Free-Lance Librarians/ Information Brokers	A-10
"Research done for a fee--at the library" *Minneapolis Tribune*	A-11
INFORM (Fee-Based Research)	A-12
INFORM Problems: Sample Search Procedures	A-14
INFORM: Sample Advertisements	A-15
Sample Contract Form: INFORMATION ACCESS	A-16
Sample Invoice: INFORMATION RESOURCES	A-17
Discussion Questions	A-18
Things To Know--Places To Go--To Assist In Running A Small Business (Small Business Administration)	A-21
Evaluation Tally	A-23
Bibliography	A-26

School of Information Studies, Syracuse University
CONTINUING EDUCATION PROGRAM

INFORMATION BROKER/FREE LANCE LIBRARIAN
--NEW CAREERS --NEW LIBRARY SERVICES
WORKSHOP: *Saturday, April 3, 1976*

PARTICIPANT LIST

Frances Abosch, Student, School of Information and Library Studies, SUNY-Buffalo, Buffalo, N.Y.

Marc Arenstein, "Library Associate", Chicago Public Library, Chicago, Ill.

Lee Ashmore, Media Specialist, Cherry Road Elementary School, Syracuse, N.Y.

Nedra Behringer, Supervisor of Library Services, Warner-Lambert Research Institute: 12 Harvale Drive, Florham Park, N.J.

Caroline Bennett, Librarian, Palmer-Davis Library, Jamaica Plain, Mass.

Mary B. Bonnett, Assistant Libraruan, Defense Communications Agency, Arlington, Va.

Virginia Borden, Student, 15 Algonquin Road, Rumford, R.I.

Judith Braungael, Assistant Professor, School of Information and Library Studies, SUNY-Buffalo, Buffalo, N.Y.

Ida Sperr Brier, Student, School of Library and Information Science, SUNY-Albany, Albany, N.Y.

Harriet L. Budke, Writer, Cornell University, Ithaca, N.Y.

Meredith L. Butler, Head, Humanities Department, Syracuse University Libraries, Syracuse, N.Y.

Daniel W. Casey, Trustee, Onondaga County Public Library: 202 Scarboro Drive, Syracuse, N.Y.

Jane Cathcart, Adult Services Consultant, Onondaga County Public Library, Syracuse, N.Y.

Frances O. Churchill, Federal City College, Chevy Chase, Md.

Kay Colton, Free Lance Librarian, 177 East Hartsdale Avenue, Hartsdale, N.Y.

Nancy Craft, Head Librarian, Tompkins-Cortland Community College, Dryden, N.Y.

Joyce R. Crossley, Student, School of Information Studies, Syracuse University, Syracuse, N.Y.

Ann E. Cohen, Branch Librarian, Binghamton Public Library, Binghamton, N.Y.

Rose Coppola, High School Librarian: 756 57th St., Brooklyn, N.Y.

Olga M. Compton, Student, School of Library and Information Science, SUNY-Albany, Albany, N.Y.

Paul T. Culley, Assistant Librarian (Head, Bibliographics & Serials Section), New York State College of Ceramics, Hornell, N.Y.

Mimi Cummings, Special Librarian, 4371 Henneberry Road, Manlius, N.Y.

Michael Dagg, President, Michael A. Dagg, Associates, Ottawa, Canada.

Anne B. D'Alessandro, Student, Graduate School of Library Science, Drexel University, Philadelphia, Pa.

PARTICIPANT LIST

Patricia A. Daragan, Student, School of Information Studies, Syracuse University, Syracuse, N.Y.

Brian Deer, Library & Information Services, National Indian Brotherhood, Ottawa, Canada.

Carla Delray, Manager, Office Services & Corporation Planning Administrator, Mohasco Corporation, Amsterdam, N.Y.

Irma Freeman Dillon, Head, Multi-Media Services, Baltimore County Public Library, Towson, Md.

Gloria Donoher, Free-Lance Librarian, INFO-SEARCH, Southfield, Much.

Carol Dygert, 408 Spratt Place, Utica, N.Y.

William T. Elliott, Acting Department Head, Business and Industry, Onondaga County Public Library, Syracuse, N.Y.

Karen M. Emmons, President, Synernexus, Washington, D.C.

Charlene Farrington, Librarian, Science and Business Department, Milwaukee Public Library, Milwaukee, Wis.

Mary K. Feldman, Chief, Cataloging Section, U.S. Department of Transportation, Washington, D.C.

Barbara Felicetti, Student, School of Library and Information Science, SUNY-Albany, Albany, N.Y.

Joan Flesch, 401 East 88th St.[10B], New York, N.Y.

Frances Flynn, Librarian, Harvard University, Center for Community Health and Medical Care, Cambridge, Mass.

Cathy Foertch, Student Assistant, Lockwood Library, SUNY-Buffalo, Buffalo, N.Y.

Carolyn Forsman, Head, Telephone Reference Service, Public Library of the District of Columbia, Washington, D.C.

Nancy Franklin, Student, School of Information Studies, Syracuse University, Syracuse, N.Y.

Therese Frenette, Market Analyst and Information Scientist, Consumer Report Magazine, Mount Vernon, N.Y.

John Funt, Librarian, Xerox Corporation, Rochester, N.Y.

M. Lois Gauch, Librarian, Eastman Kodak Company Business Library, Rochester, N.Y.

Ruth E. Gebhard, Librarian, Xerox Corporation Law Library, Rochester, N.Y.

Patricia L. Genberg, 20 Citrus Drive, Rochester, N.Y.

Judith Glading, Reference Librarian, Wallace Library, Rochester Institute of Technology, Rochester, N.Y.

Roy Elliott Goodman, Reference Librarian, American Philosophical Society Library, Philadelphia, Pa.

Alice B. Griffith, Library Director, Mohawk Valley Community College, Utica, N.Y.

Carol H. Gross, Student, C. W. Post-Palmer Graduate Library School, Long Island University, Greenvale, N.Y.

Winifred Grotevant, Library Media Specialist, Holland Patent Senior High School, Clinton, N.Y.

PARTICIPANT LIST

Helen R. Guttenplan, Supervisor or School Libraries, Forest Hills, N.Y.

Gisela A. C. Harpell, Student, School of Information and Library Studies, SUNY-Buffalo, Buffalo, N.Y.

Patrick T. Hackett, Student, Department of Library and Information Services, University of Toledo, Toledo, Ohio.

Ann Haddad, Director, Falmouth Public Library, Falmouth, Mass.

Shirley Harper, Librarian, N.Y.S. School of Industrial and Labor Relations, Cornell University, Ithaca, N.Y.

Nancy Harvey, Assistant to Chief, Fine Arts Division, Chicago Public Library, Chicago, Ill.

Khan M. Hassan, Serials & Audio-Visual Librarian, SUNY- Agricultral & Technical College, Alfred, N.Y.

Laurel Henderson, 6143 Graceland Circle, Morrow, Georgia.

Mary E. Hickey, Head of Acquisitions, Northern Illinois University, DeKalb, Ill.

Janice Holladay, Librarian, Taylor Instruments, Webster, N.Y.

Eleanor Hurka, Librarian/Editor, Minority Business Information Institute, Inc., New York, N.Y.

Janet Jurist, 210 DeMott Avenue, Rockville Centre, N.Y.

Carole Joyce, 5841 Walnut Drive, Canandaigua, N.Y.

Craig D. Joyce, Reference Librarian, East Brunswick Public Library, East Brunswick,N.J.

Wilhelmine B. Keene, 217 Village Drive, Apt. 3, Syracuse, N.Y.

Gregory W. Keith, Student, Department of Library and Information Service, University of Toledo, Toledo, Ohio.

Ebba Kraar, Student, School of Information Studies, Syracuse University, Syracuse, N.Y.

Florence A. Kramer, Administrative Officer, Onondaga County Public Library, Syracuse, N.Y.

Signe Larson, Chief, Information Service Branch, Department of the Interior, Washington, D.C.

Gordon Law, Librarian, N.Y.S.School of Industrial and Labor Relations, Cornell University, Ithaca, N.Y.

Thomas Lindsay, 132 Briarhurst Drive, Tonawanda, N.Y.

Louise J. Lusignan, 1025 South 18th St., Arlington, Va.

Dorothy Lutz, Librarian, Competitive Information Project, Xerox Corporation, Webster, N.Y.

Sara B. McCain, Assistant Director for Public Services, SUNY-Binghamton, Binghamton, N.Y.

Henry J. McCormick, Assistant Director, Onondaga County Public Library, Syracuse, N.Y.

PARTICIPANT LIST

Marcia McDugle, Librarian, Eastman Kodak Company, Rochester, N.Y.

Eileen L. McGrath, Assistant Reference Librarian, North Country Reference & Research Resources Council, Potsdam, N.Y.

Brian McLaughlin, Bibliographic Assistant, Social Science, E. S. Bird Library, Syracuse University, Syracuse, N.Y.

Linda Martini, Market Coordinator-Library Services, Pergamon Press, Howard Beach, N.Y.

Dona Mennella, Associate Director, Information & Library Service, Springfield, Va.

Robert Mennella, 6928 Spelman Drive, Springfield, Va.

Bonnie J. Mitchell, Circulation Librarian, Mohawk Valley Community College, Utica, N.Y.

Caroline Morris, Librarian-Archivist, Pennsylvania Hospital, Prospect Park, Pa.

Peter Moon, Student/Catalog Maintenance, E. S. Bird Library, Syracuse University, Syracuse, N.Y.

Linda Muehl, Librarian, East Syracuse Free Library, East Syracuse, N.Y.

Allen Natowitz, Student, 631 East 4th St., Brooklyn, N.Y.

Dorothy Nelsen, Lois Holland Callaway, Inc., New York, N.Y.

Barbara Nosanchuck, 123 Pickwick Drive, Rochester, N.Y.

Mary E. Nygaard, Reference & Interlibrary Loan Librarian, Tompkins County Public Library, Ithaca, N.Y.

Thomas O'Connor, 3151 David Court, Edgewood, Ky.

Gladys Odette, Free Lance Librarian/Owner, INFORMATION PLUS, South Orange, N.J.

Ruth Olson, Assistant Director, Plymouth Public Library, Plymouth, Mass.

Katherine C. Owen, Manager, Library Services, Warner Lambert Company, Morris Plains, N.J.

James Pavlus, Abbott Laboratories Library, North Chicago, Ill.

Kathleen Peterdy, Librarian, Health, Safety & Human Factors Laboratory Library, Eastman Kodak Company, Rochester, N.Y.

Dorothy Poehlman, U.S. Government Reference Librarian: 2336 N. Vernon St., Arlington, Va.

Frank Pozo, Reference Librarian/Information Retrievalist, SUNY-Albany, Albany, N.Y.

Betty Price, North York Public Library, 1785 Finch Avenue West, Downsview, Ont., Can.

Grace Quinones-Seda, Student, School of Information Studies, Syracuse University, Syracuse, N.Y.

Dorothy Reddington, 620 Wheeler Ave., Scranton, Pa.

Mary Redmond, Legislative Research Librarian, Illinois State Library, Springfield, Ill.

Carol H. Reilly, Wake Information Center Librarian, Wake County Public Libraries, Raleigh, N.C.

Linda Risch, Associate Librarian, Mohasco Corporation, Amsterdam, N.Y.

Marguerite Roett, 1401 Carroll St., Brooklyn, N.Y.

Abigail Root, Librarian, East High School Library, Rochester, N.Y.

PARTICIPANT LIST

Harold Roth, Nassau County Research Library, Firehouse Lane, Garden City, N.Y.

James Sanders, Business Development Manager, FIND/SVP, New York, N.Y.

Donald Schnedeker, Student (U.R.I.), 705 Giles St., Apt. 3, Ithaca, N.Y.

Georgia Scura, Assistant Librarian, Genesee Hospital Medical Library, Rochester, N.Y.

Judith Ann Seamon, Library Media Specialist, Utica City Schools, Utica, N.Y.

Karen Schmuger, Student, Graduate School of Library & Information Science, Pratt Institute, Brooklyn, N.Y.

Norma Shatz, Student, School of Information and Library Studies, SUNY-Buffalo, Buffalo, N.Y.

Linda Shear, Librarian, B. F. Goodrich Chemical Co.: 2316 Ashurst Rd., University Heights, Ohio.

Franette Sheinwald, Assistant Librarian, New York State Library, Albany, N.Y.

Richard Sherwood, Associate Editor, Gale Research Co., Detroit, Mich.

Helene Faye Shrier, Assistant Librarian, Medical Library, St. Joseph's Hospital, Syracuse, N.Y.

Richard T. Shotwell, Reference Librarian, Towson State College, Baltimore, Md.

Gurnek Singh, Asian Librarian, E. S. Bird Library, Syracuse University, Syracuse, N.Y.

Shirley Sinsabaugh, 10 Roweland Ave., Delmar, N.Y.

Catherine Slade, Librarian, Burke Agency, New York, N.Y.

Bernie Todd Smith, Serials Librarian, Miner Library, School of Medicine and Dentistry, Rochester, N.Y.

Diane C. Smith, Patent Liaison, Eastman Kodak Company, Rochester, N.Y.

Jeffrey Sohn, Student, School of Library and Information Science, SUNY-Albany, Albany, N.Y.

Mira Spinning, Reference Librarian, M.Y.L.S., 100 Lincoln Ave., Utica, N.Y.

Frank Stern, Cartographic Studio, Maps and Metrics Consultant, Mexico, N.Y.

Ann Marie Stewart, Library Learning Resource Center, Manulife Insurance Co., Toronto, Canada.

Charles C. Stewart, 39 Mime Street, New Brunswick, N.J.

Elizabeth Mary Ann Stewart, Children's Librarian & Interlibrary Loan, Tuxedo Park Library, Tuxedo Park, N.Y.

Louise Stoops, Librarian, Baker, Weeks & Company, New York, N.Y.

Katherine H. Storms, Assistant Librarian, New York State Law Library, Albany, N.Y.

Catherine Sullivan, INFORMATION PLUS, South Orange, N.J.

Mrs. Robert F. Sweeny, Secretary, 514 Glenwood Ave., Syracuse, N.Y.

Kathleen Tarakai, Coordinator of Technical Services, NCACC-LRC, Bethlehem, Pa.

Meseratch Zecharios Tareke, Student, School of Information Studies, Syracuse University, Syracuse, N.Y.

PARTICIPANT LIST

Frances Tersillo, Catalogue Librarian, Bureau of Foods Library, Food and Drug Administration, Washington, D.C.

Kathy Ann Thornhill, Director, Potsdam Public Library, Potsdam, N.Y.

Shirley Thurston, Information Consultant, 367 Aubrey Road, Wynnewood, Pa.

Shannon M. Troy, Liaison Librarian to College of Human Learning & Development, Governors State University, Park Forest South, Ill.

Mary Lee Tsuffis, Manager Information Exchange Network, Xerox Corporation, Webster, N.Y.

Barbara VanNortwick, 17 Crescent Drive, Castleton, N.Y.

George K. Vrooman, Chief, Science & Technology Division, Watervliet Arsenal, Watervliet N.Y.

Marcia Walter, Humanities Reference Librarian, Rochester Institute of Technology, Rochester, N.Y.

Carolyn Warden, Assistant Librarian, N.Y. State Medical Library, Albany, N.Y.

Alice Sizer Warner, President, Warner-Eddison Associates, Inc., Lexington, Mass.

Kelly Warnken, Media Representative, Booklegger Press, Albany, N.Y.

Lyle Warrick, Head, Hobart Branch, Lake County Public Library, Gary, Ind.

Marie C. Webb, Library Media Specialist, Christian Brothers Academy, DeWitt, N.Y.

Barbara C. White, Research Librarian, Blyth Eastman Dillon & Co., New York, N.Y.

Diane Worden, Librarian, Kalamazoo Nature Center, Kalamazoo, Mich.

Michael York, Reference Librarian, Ithaca College Library, Ithaca, N.Y.

Barbara Zang, Thesis Student/Program Specialist, National Child Nutrition Project: 48 West Franklin St., Bound Brook, N.J.

STAFF

Moderator:	Maxine Davis, INFORMATION ACCESS, P.O. Box 331, DeWitt, N.Y. 13214
Speakers:	Susan Klement, INFORMATION RESOURCES, 45 Inglewood Drive, Toronto, Ontario, Canada M4T 1G9
	Christopher Samuels, INFORMATION FOR BUSINESS, 730 Third Ave., New York, N.Y. 10017
	Carol Vantine, INFORM, Minneapolis Public Library & Information Center, 300 Nicollet Mall, Minneapolis, MN 55401
Coordinator:	Ruth J. Patrick, Coordinator of Continuing Education, School of Information Studies, Syracuse University, 113 Euclid Ave., Syracuse, N.Y. 13210
Secretaries:	Barbara B. Minor, Cheryl Wilson, School of Information Studies, Syracuse University, 113 Euclid Ave., Syracuse, N.Y. 13210
Student Assistants:	Karen Hidek, Beverly Kaushagen, Ann Savage and Linda Smith; School of Information Studies, Syracuse University
Special Assistant:	Dorothy Terino, New Slocum Heights B34, Apt.2, Syracuse, NY 13210

DIRECTORY

FREE-LANCE LIBRARIANS AND INFORMATION BROKERS

This partial directory compiled by Maxine Davis is intended to be a starting point, not a final, complete, authoritative reference. A number of people contacted Max after the publicity for the workshop went out, and these names are now included in the list--some companies and some individuals. An asterix indicates that person attended the workshop and was introduced to the group; speakers are indicated by a double asterix.

ACCESS
19 Myrtle Ave.
Cambridge, MA 02138
Nina Moore

B.I. ASSOCIATES
10400 Connecticut Ave.
Washington, DC 20579
Roger Wagner

BUSINESS INFORMATION SERVICES
3151 David Ct.
Edgewood, KY 41017
*Tom O'Connor

COINS
Calspan On-Line Information Service
Calspan Corporation
P.O. Box 235
Buffalo, NY 14221

DATA SEARCH CO.
228 No. La Salle St.
Suite 1258
Chicago, IL 60601
Robert B. Epley

EDITEC, INC.
53 W. Jackson Blvd.
Chicago, IL 60604
Gordon Mansen, Jr.

ENGINEERING DYNAMICS, INC.
1708 Hillside Road
Boulder, CO 80302
Jo Chanaud

FIND/SVP
500 Fifth Ave.
New York, NY 10036
Andrew Garvin, Chairman
*James Sanders

IMPLEMENTATION CONSULTANTS
P.O. Box 194
La Canada, CA 91011
I.E. Newlan, President

INFOREC
Information Research Executive Center
4102 E. Calle Redonda, No.46
Phoenix, AZ 85018
Cecil Hefner, Director

INFORMATICS, INC.
Information Systems Company
6000 Executive Blvd.
Rockville, MD 20852

INFORMATION ACCESS
P.O. Box 331
Dewitt, NY 13214
**Maxine W. Davis

INFORMATION AND LIBRARY SERVICES
P.O. Box 1565
Springfield, VA 22151
*Dona Mennella

INFORMATION & RESEARCH SERVICE
36 Chapel St.
Brampton, Ontario
Canada L6W 2H4
David Skene-Melvin

THE INFORMATION BUREAU
333 Greenwich
San Francisco, CA 94107

INFORMATION CENTERS LTD.
234 Johnson Ave.
Los Gatos, CA 95030

INFORMATION FOR BUSINESS
730 Third Ave.
New York, NY 10017
**Christopher Samuels

INFORMATION PLUS
15 Vose Ave.
South Orange, NJ 07079
*Gladys Odette
*Catherine Sullivan

INFORMATION RESOURCES
45 Inglewood Drive
Toronto, Ontario
Canada M4T 1G9
**Susan Klement

INFORMATION RESOURCES CONSULTANTS
P.O. Box 9211, Main Post Office
Ottawa, Ontario
Canada K1G 3T9
*Michael A. Dagg

INFORMATION SOURCE
1709 W. 8th St.
Los Angeles, CA 90017
Les Estrin

INFORMATION SPECIALISTS, INC.
P.O. Box 18124
Cleveland, OH 44118
Annette Hirsch

INFORMATION UNLIMITED
31 Delmar Avenue
Berkeley, CA 94708
Georgia F. Mulligan
Sue Rugge

INFO SEARCH
29194 Village Road
Southfield, MI 48076
Gloria Donoher

INQUIRY
299 University Ave.
Buffalo, NY 14223
A. Cynthia Fischer

INTERNATIONAL INFORMATION SERVICE
P.O. Box 41581
Weircook Airport
Indianapolis, IN 46241
Paul H. Wright

LIBRARY INFORMATION &
RESEARCH SERVICE
1214 Bennington Ave.
Pittsburgh, PA 15217
Amy C. Lowenstein
Roxine M. Weinthal

LIBRARY INFORMATION SERVICE
769 Sunset Ave.
Ouahu, Hawaii
Fanny L. Lilly
Nancy V. Hellekson

LIBRARY INFORMATION SERVICES
1563 Trestle Glen Road
Oakland, CA 94610
Judith Demeter

LIBRARY REPORTS & RESEARCH SERVICE, INC.
4140 W. 80th Place
Westminster, CO 80030
Judith A. Hauk

QNA INFORMATION SERVICE
41 Plympton Road
Sudbury, MA 01776
Ms. L. Chea

RE•FER•ENCE
3234 Rosedale
Dallas, TX 75205

ROCK INFORMATION SERVICE
431 Olympian Blvd.
Beloit, WI 53511

ROTHINES ASSOCIATES
Library & Information Science Consultants
28 Station Plaza
Great Neck, NY 11021
*Harold L. Roth, President

SCHICK/SWANSON LIBRARY &
INFORMATION CONSULTANTS, LTD.
P.O. Box 3395
Edmonton, Alberta
Canada
Patricia Schick
Marnie Swanson

SOUTHWEST INFORMATION ASSOCIATES
2813 Rio Grande
Austin, TX 78705
Lou Wetherbee, Director

SYNERNEXUS
1508 19th St. N.W.
Washington, DC 20036
*Karen M. Emmons

TECHNICAL LIBRARY SERVICE
104 Fifth Avenue
New York, NY 10011
Elaine Haas

TELICO
Suite 558
3701 Kirby
Houston, TX 77066
Melvyn W. Douglass

WARNER-EDDISON ASSOCIATES
P.O. Box 254
55 Waltham St.
Lexington, MA 02173
*Alice Warner
Elizabeth Eddison

FEE-BASED SERVICES WITHIN LIBRARIES

INFORM
Minneapolis Public Library &
Information Center
300 Nicollet Mall
Minneapolis, MN 55401
**Carol Vantine

INFORMATION EXCHANGE CENTER
Price Gilbert Memorial Library
Georgia Institute of Technology
Atlanta, GA 30327
James B. Dodd

RICE
Fondren Library
Rice University
P.O. Box 1892
Houston, TX 77001
Ms. Meanley

TABI (TECHNICAL & BUSINESS
INFORMATION SERVICE)
Rochester Regional Research
Library Council
50 West Main St.
Rochester, NY 14614

INDIVIDUALS WITHOUT COMPANY TITLES

Ruth Carsch
1453 Rhode Island Street
San Francisco, CA 94107

Emma Cohn
New York Public Library
8 East 40th St.
New York, N.Y.

Joan E. Flesch
Research Consultant
401 East 88th St.
New York, NY 10028

Marjorie Goodfellow
P.O. Box 1135
Sherbrooke, Quebec
Canada J1H 5L5

Dorothy Greninger
131 Durland Place
Watkins Glen, NY 14891

Elizabeth Katz
255A 28th Street
San Francisco, CA 94131

Alice Kudo
Apartment 8
3421 Aylmer St.
Montreal, Quebec
Canada H2X 2B4

Barb Lindemann
550 South Barrington Ave.
#1-110
Los Angeles, CA 90049

Mrs. Bonnie I. Pelner
2107 Camden Avenue
West Los Angeles, CA 90025

Charles C. Stewart
39 Mime Street
New Brunswick, NJ 08901

Kay Taylor
52 Macondray Lane
San Francisco, CA 94133

SERVICES PROVIDED BY FREE-LANCE LIBRARIANS/INFORMATION BROKERS

List developed by Maxine Davis

Analyzing Information
Bibliographies
Cataloging, Classifying
Compiling, Updating, Verifying
Consulting, Evaluating Information Needs
Current Awareness Service
Editing
Identifying Experts
In-Depth Research, Literature Searching
Indexing and Abstracting
Industry Overviews
"Instant Education"
On-Line Computer Access
Organizing Special Collections
Organizing Statistics and Data
Personnel Selected, Trained, Guided
Photocopying
Purchasing Services (books, journals, patents, standards & specifications, government documents, etc.)
Quick Reference Service
Repackaging Information
Substituting for Librarians
Training Staff
Translations
Work as a "Clearing House"
Writing (Proposals, Articles, etc.)

Monday, Sept. 29, 1975, p.1

Research done for a fee—at the library

By Lynda McDonnell
Staff Writer

An attorney discovers that several scientists he knows nothing about will be witnesses in a case he is prosecuting. In order to question them, he must find out all he can about them—and quickly.

After court adjourns at 4:45 p.m., the lawyer calls Inform, a Minneapolis research service. He orders rush copies of everything each scientist has ever written professionally.

By noon the next day, Inform's staff has delivered a stack of books and magazines to his office. The publications represent nearly three-quarters of the scientists' writings.

Fast and efficient, just like any research service that's worth its salt, right? Yes, but Inform is distinctive in other ways. It's nonprofit, and it's one of few research services operated by a public library.

The two librarians on Inform's staff at the Minneapolis Public Library are expert at digging up obscure information quickly. Since 1970 they have handled between 500 and 600 information searches annually, charging $25 an hour for their services and bringing in about $23,000 last year.

They have helped a magazine writer who wanted to know about the visibility of fishing line. For a food company looking for ideas for a new beverage, they studied several centuries to find what people drank.

Library continued on page 4A

Staff Photo by Bruce Bisping

Marian Huttner, left, and Carol Vantine, librarians for the Minneapolis Public Library's research service, Inform.

Library

Continued from page 1A

For lawyers, they've located a doctor who was an expert on a rare disease, pinpointed the latest research on alcohol blood levels and found out how choppy the Mississippi River was at a certain place on a certain day.

"We're answering the business[illegible]'s questions because he needs the answers this afternoon and he doesn't know how to find the information," explained Carol Vantine, one of Inform's two librarians.

Inform's customers include huge corporations as well as miniscule businesses. Marian Huttner, assistant chief of the library's subject department, said, "We get people from Cargill and Minnesota Mining whose libraries are too specialized to answer a particular question."

Miss Huttner and Mrs. Vantine said the idea in starting Inform was to provide library patrons with a reasonably priced research service.

"We're inside the library system, and we have the knowledge it takes to plug into a lot of sources of information," Miss Huttner said.

In the past, Inform's librarians researched manually. But under an arrangement with Lockheed Missile and Space Co., Inform added the services of a computer Sept. 1. By using key words, authors' names or report numbers, the computer can plug into an extensive data base that includes government documents, chemical, biological, educational and business reports, abstracts and publications.

Inform will use the computer research system for six months and then evaluate it for Lockheed, which is attempting to learn if it would be useful to public libraries.

Mrs. Vantine said the computer system could provide answers for between one-third and one-half the inquiries she receives. The question, she said, is whether the computer search will be complete, quick and less expensive than the manual method.

On a recent search, Mrs. Vantine checked six sources by computer. It took her 18 minutes, compared with the four hours it would have taken to check the source manually, and she found three important articles. But not everything she needed was included on the computer's data base, so she completed the search manually and found several more important articles.

The ideal will be for us to combine the computerized with manual search to make them faster and more complete," Mrs. Vantine said.

Reprinted with permission from the *Minneapolis Tribune*.

Minneapolis Public Library and Information Center / 300 Nicollet Mall

Minneapolis, Minn. 55401 / Telephone 372-6500 / Joseph Kimbrough, Director

INFORM
(Fee-Based Research)

Questions concerning INFORM's operations, fee structure and client response have been numerous. This statement is an attempt to answer the most frequently raised questions.

1. Fee structure

   $25.00 per hour for professional time
   $10.00 per hour for extensive clerical tasks when little or no professional time is needed
   $ 0.10 per page for photocopy

   Long distance calls and any expenditures made on behalf of the client for materials are rebilled to the client.

   The minimum charge for a new client is $25.00. Clients with substantial numbers of requests can be billed for fifteen minute segments.

2. Service contract

   Each client is asked to present a letter of intent or sign a simple contract stipulating the search topic, any limitations on the searching time, and when the information is to be presented. All search questions and clients' names are kept confidential. The client determines whether to consult the reference personnel in the subject departments and/or conduct the search themselves, or to contract for our services.

3. Billing

   Invoices are mailed to clients monthly. Payment is made to INFORM and deposited in the Minneapolis Public Library general revenue account.

4. Staffing

   INFORM's staff consists, at present, of one full-time librarian, one part-time librarian, and one clerical person. Initially, our operation was staffed by one professional person, but the need for clerical assistance became apparent almost immediately. Additional staff is added as needed.

5. Scope of Service

Bibliographies; photocopies of pertinent technical, financial or marketing information; organization of statistical materials; identification of experts within subject areas, corporations, trade associations, and other groups; current awareness devices; and "instant education" overviews of industries are some of the services INFORM provides.

6. Resources

The excellent collections of the Minneapolis Public Library and Information Center and the University of Minnesota provide much of the information needed. However, INFORM does not limit itself to local sources. We contact any library, institution, corporation, association, or individual we think may be able to provide the data we are seeking.

Any library or institution wishing to undertake a fee-based research service must have access to a depository collection of federal documents, an academic or research collection of technical materials in a wide range of scientific fields, a good historical and current business collection and a broad range of general materials. Efficiency demands access to a substantial number of indexing and abstracting services.

The personnel providing service must be perseverant and creative in their approach to information problems. Information on demand is a marketable commodity only if it is accurate, current, and provided quickly. INFORM's staff is prepared to work after normal business hours and on weekends and holidays, if necessary, to provide the information our clients request within the time frame they specify.

7. Further information

Shannon, Zella J. "Public Library Service to the Corporate Community," SPECIAL LIBRARIES 65(1):12-16 (January, 1974).
A general history and background on the formation of INFORM.

Aspnes, Grieg. "INFORM: An Evaluation Study," MINNESOTA LIBRARIES 24(7):171-185 (Autumn, 1974).
Report on user reactions.

Carol L. Vantine
INFORM Librarian
372-6636

6/5/75

INFORM PROBLEMS: SAMPLE SEARCH PROCEDURES

1) A typical technical search for a corporation usually begins with a general question on the state of the art of some technology. The technology ranges from agricultural techniques to the specific use of particular plastics in the formation of fabricated products. Often, because of our location in the heart of the agribusiness community, the question will relate to food technology. After an initial negotiation with the client, a search of pertinent indexes is undertaken and appropriate articles are obtained. We find Science Citation Index to be particularly helpful in some instances since we can trace later articles which have cited important works that we have already pinpointed. All leads in the form of footnotes or bibliographies are followed through, as are references to individuals or companies working with the product or process. This procedure usually entails many telephone calls to trace the most knowledgeable persons. Contact is also made with any trade or scientific organizations which may prove useful. The pressure in these situations is to provide the important articles and follow up the leads within twenty-four to forty-eight hours.

2) Many attorneys find the INFORM service useful in providing back-up material for their legal search. Many litigation cases involve a great deal of factual research that a lawyer is not trained to do efficiently. After a negotiation of the search question which involves an understanding of the legal questions and points to be addressed, our search begins with a review of the pertinent indexes and abstracts. Often the questions are medical in nature. We have found that the computerized retrieval of medical information is inadequate because the bases involved do not include enough indexes and abstracting services, and do not reach far enough into the past. Therefore, a manual search is conducted. We do not limit ourselves to the resources in the Twin Cities. Rather, we will contact the Mayo Clinic, other research libraries, or the National Library of Medicine for the materials we need. If the subject matter involved is not medical, but involves highly trained individuals, we will check for all items that may shed light on an expert's view even as far back as his or her dissertation. The location of individuals who are well versed in a subject is essential to a lawyer's development of his case. INFORM has located several outstanding experts in different fields, as well as putting attorneys in touch with persons who are capable of interpreting highly complex information into layman's terms. On occasion we may check to see what peripheral legal materials might bear on the subject. The materials found in law review journals and business journals (accounting, labor, tax questions) would fall into this category. At no time, however, do we undertake a search of the statutes or court opinions. As in all INFORM searches, frequent renegotiation of the search question in light of the material that we have located is carried on with our client.

3) It is often to the advantage of a corporation to inquire about another company or industry without the possible publicity such an inquiry would bring if it were generally known. All INFORM searches and our clients' names are confidential. A business search would involve checking the standard sources such as Standard and Poor's, Moody's, Value Line, Funk and Scott Index of Corporations and their international index, the Dun and Bradstreet volumes, as well as securing appropriate SEC filings and checking for major business journal articles. Usually, we wouldn't be asked to do this type of search in the first place if all the information was easily available in print. Once again, we turn to the telephone to contact trade associations, knowledgeable individuals, and sometimes the company under investigation itself. We are not trying to secure proprietary information, simply to maximize the data that is public or not held in confidence.

KNOWLEDGE

is of two kinds; either we know a subject ourselves, or we know where we can find information upon it.

—Samuel Johnson, 1775

INFORM specializes in locating and providing medical, scientific, statistical, technical, and business related information.

INFORM

a fee-based research service

Minneapolis Public Library and Information Center
300 Nicollet Mall Mpls., Mn. 55401 (612) 372-6636

SAMPLE ADVERTISEMENTS USED BY INFORM -- IN LOCAL BUSINESS & PROFESSIONAL JOURNALS.

The $18 per hour bargain

LIBRARY RESEARCH FOR BUSINESS • INDUSTRY • GOVERNMENT

Expert library research
on any topic.
INFORM performs.

contact our expert professional librarians at:

James J. Hill Ref. Libr. (612) 227-9531
80 W. 4th St., St. Paul, MN 55102

Mpls. Public Library (612) 372-6636
300 Nicollet Mall, Mpls. MN. 55401

St. Paul Public Library (612) 224-3383
90 W. 4th St., St. Paul, MN 55102

Wilson Library U. of M (612) 373-5938
Mpls., MN 55455

INFORMATION

can make the difference

INFORM answers questions and provides:

* BIBLIOGRAPHIES
* CURRENT AWARENESS DEVICES
* PHOTOCOPIES OF PERTINENT INFORMATION
* ORGANIZATION OF STATISTICS
* IDENTIFICATION OF EXPERTS
* AN "INSTANT EDUCATION"

INFORM is a fee-based research service of the Minneapolis Public Library and Information Center, working quickly, thoroughly, and economically to fulfill your information needs.

INFORM

Minneapolis Public Library and Information Center
300 Nicollet Mall
Minneapolis, Mn. 55401
372-6636

72

SAMPLE CONTRACT FORM

INFORMATION ACCESS
P. O. BOX 331
DEWITT, NEW YORK 13214
315-479-5998

SEARCH REQUISITION

Date _____

Company _____ Company Rep. _____

Address _____ Tel. No. _____

_____ Signature _____

Code No. _____

I, the above signed, will be responsible for services rendered.

SUBJECT _____

_____

_____

_____

_____

Job Limits _____

_____

Amt. per hour _____ Financial Limit? _____

Due Date _____ Rush? Yes _____ No _____

CHARGES

Search Time Date Hours

_____

_____

_____

_____

_____

Total Hours:
Fee: _____

Photocopying _____

Tel. (Long Dist.) _____

Postage _____

Delivery _____

Other _____

TOTAL DUE: _____

INFORMATION RESOURCES
45 Inglewood Drive
Toronto, Ontario M4T 1G9
(416) 486-0239

FACSIMILE

December 15, 1975

Brilliant Urban Design Consultants
147 Aesthetic Crescent
Toronto
Attn: Ms. I. M. Clever

INVOICE

Re: Background research concerning museology

42 hours @ $ 20.00 per hour	$ 840.00
photocopying (receipts enclosed)	3.55
photocopying (coin-operated machines)	3.30
lunches with museum designer and librarian as per arrangement (receipts enclosed)	32.74
publication (receipt enclosed)	2.00
National Library literature search as per arrangement (receipt enclosed)	60.00
Total owing:	$ 941.59

Respectfully submitted

Susan Klement
INFORMATION RESOURCES
SK/ms

RECEIVED FEB 1975

INFORMATION RESOURCES

This Paper Contains Recycled Post-Consumer Waste

School of Information Studies, Syracuse University
CONTINUING EDUCATION PROGRAM

INFORMATION BROKER/FREE LANCE LIBRARIAN
--NEW CAREERS --NEW LIBRARY SERVICES
WORKSHOP: *April 3, 1976*

DISCUSSION QUESTIONS

Many of these cases have been based on actual situations. They reflect just some of the conflicts and quandries both Information Brokers and Librarians may run into. To get the most benefit from the cases, work through them in the same sequence as presented. You'll probably complete three, each taking approximately 15 minutes. When you return home these cases may provide a foundation for discussion among your colleagues.

1. You are a reference librarian in a major university library. This is one of your busiest days during the semester when it seems everyone on campus has a deadline. In walks Professor Geodesic of the Architecture Department (who also has an architectural firm in the community), with a list of questions relating to a proposal he's writing. He needs the information by tomorrow evening. Looking at the list of materials you realize it would take several hours to identify the specialized information sources, and to assist in sifting the needed information from them. What would you do?

   1. You ask whether this research is for a university project or for his private firm. (Does it matter?)

   2. Within your time limits, you go ahead and do what you can. (Which isn't much.)

   3. You refer him to an Information Brokerage firm and give him their brochure.

   4. Tell him "no, I just have no time;" but plan to approach the administration with the idea of hiring a peripatetic librarian or on-call free lancer who could take care of services which go beyond the library's capacity -- with the library absorbing the costs.

   5. You explain to him that you really have no time to do it on the job, but you'd be glad to do it for a fee on your off hours.

   6. Are there other solutions? Let's hear them...

All rights reserved, 1976: Marta L. Dosa
Maxine W. Davis

Information Broker/Free Lance Librarian: Discussion Questions

2. You are an Information Broker just getting established in your information service. A few months ago you completed a major job for a company which planned to start a new line of wood-burning stoves. They needed marketing information and sales growth statistics for wood-burning stoves for the last five years. You received $1,0000 for the research.

Today you get a call from a business consultant requesting basically the same information on behalf of a client. You accept the assignment but are now in a quandry whether you should:

1. Give them the results of your previous search, and charge the same fee you charged the first client.

2. Give them the results of the first search, charging substantially less because you will spend very little time compiling the information.

3. Are there other solutions?

3. You are a librarian in a large public library, serving a population of 400,000. A local Independent Information Professional uses the library about once a week. You've referred a number of patrons to him with work you knew the staff could not handle. You have a friendly relationship with him. At times he's helped you out in a jam, at other times, you've helped him. You've even taken his suggestions for reference materials he found lacking in your collection.

This week, however, has been different. He's been in the library every hour of every day -- working for a client you referred to him. He has been taking reference works to his carrel and keeping them there for his quick reference.

Today is Saturday. The library is very busy, and other patrons need the materials he's been keeping at his carrel all week. You've thought about some possible solutions but don't know which direction to go.

NOTE: Half of you think about the Independent Information Professional. Half of you think about the librarian.

The *LIBRARIAN* is considering these possibilities:

1. Ask him to return the materials.
2. Set a limit on the amount of time he can use the materials.
3. Suggest he return during hours the library is less congested.
4. Propose to the library administration that the Independent Information Professional should enter into a contractual relationship with the library -- for using its resources and facilities for profit making projects.
5. Suggest that the library design a fee-based information services of its own.
6. Are there any other solutions?

The *INDEPENDENT INFORMATION PROFESSIONAL* is thinking about these things:
(Problems and Prospects)

1.
2.
3.
4.
5.
6.

Information Broker/Free Lance Librarian: Discussion Questions

4. Dawn is head of an industrial library. One of her colleagues, Ruth Weiner, has just left her position as director of information services in a local company to go into the "information-on-demand" business with another specialist.

During the last four years they always had a good professional relationship, providing one another with reference assistance on the basis of professional courtesy.

In the last month Ruth has called Dawn seven times: five times for some quick references, once to get a photo-copy, and once to use her on-line data base.

Dawn suddenly feels that she is being taken advantage of. She feels their reciprocal arrangement no longer exists -- it now applies to Ruth's successor. She feels as though she is giving her information out free, but suspects Ruth would charge her for any research she might ask for.

Ruth, too, has been feeling a little uncomfortable. She's feeling a little guilty constantly turning to Dawn. But Dawn's library is the only one in the city with the information and the data-base she needs.

Is there a solution to this situation? Would it make both Dawn and Ruth happy?

5. You ar a librarian in a large library serving a major metropolitan area. You've been head of the business department for five years. A new director has just been hired and has decided to initiate a fee-based research service for the business community.

She has asked you to write an advertisement for the position of director of the service.

1. What kind of individual would you look for?
2. What skills would be needed?
3. What general qualifications would be required (degrees, years of experience, subject area expertise, etc.)?

Now -- write an ad to be printed in the New York Times.

Would you apply for the position yourself?

THINGS TO KNOW - PLACES TO GO - TO ASSIST IN RUNNING A SMALL BUSINESS *

(1) Small Business Administration (local address)

(2) Ask for: SBA Forms 115A-115B (Publications Lists)
Booklet - SBA Loans

(3) Sales Tax Division (local address)

(4) Bureau of Unemployment Compensation (local address)

(5) Workmen's Compensation (local address)

(6) Secretary of (State) (address)

(7) Superintendent of Documents, Washington, D.C. 20402
Ask to be placed on the mailing list.

(8) Department of Labor, Washington, D.C. 20210
Request free copy of "Want To Be Your Own Boss?"

(9) Chamber of Commerce (local address)

(10) Chamber of Commerce of U. S.; Domestic Distribution Department, Washington, D. C. 20230
Ask for pamphlet: "So You're Going Into Business"

(11) National Association of Credit Management, 44 East 23rd Street, New York, N. Y. 10010
Ask for free leaflet: "What Do You Mean--More Money?"

(12) Institute of Life Insurance, 277 Park Avenue, New York, N. Y. 10017
Ask for Management Aids for Small Manufacturers: 130, 131, 132, 133; also, "Topic Is Insurance."

(13) Dun & Bradstreet (local address)
Ask for: "Key Ratios for Small Business," "Credit Reporting, Collection Service"

(14) County Court House (local address)
Ask for Partnership Certificate--registering firm name or trade style of a partnership.

(15) Local Public Library (a world of knowledge)

(16) Local Credit Bureau. (Credit reporting and collection services.)

(17) Better Business Bureau (complaints, inquiries)

(18) Trade Associations (yellow pages of local telephone book)

(19) Encyclopedia of Associations (2 vols.), Gale Research Co., Book Tower, Chicago, Illinois.

(20) Bureau of International Commerce, U. S. Department of Commerce (local address)

(21) U. S. Government Purchasing and Sales Directory
Small Business Administration
- Who Buys What and Where • Who Sells What and Where
- Source of Specifications

For sale by the Superintendent of Documents, U. S. Government Printing Office, Washington, D. C. 20402

**Adapted from publication of Small Business Administration; reprinted with permission from the Syracuse Office, SBA.*

(22) 1973 National Trade and Professional Associations, etc.
734 - 15th Street, N. W., Washington, D. C. 20005
Lists more than 4,700 trade and professional associations with national memberships.

(23) Accounting Corporation of America
1929 First Avenue
San Diego, Calif. 92112

(24) Robert Morris Associates
Research Department
Philadelphia National Bank Building
Philadelphia, Pa. 19107
Annual Statement Studies

(25) Thomas Register of American Manufacturers
461 Eighth Avenue
New York, N. Y. 10001
Lists all products and manufacturers of products alphbetically

(26) Standard & Poor
345 Hudson Street
New York, N. Y. 10014
Industry Surveys

(27) National Cash Register Co.
Dayton, Ohio 45409
Operating Ratios

(28) INSIGHT
Management Assistance
Small Business Administration
1441 L Street, N. W.
Washington, D. C. 20416
Bi-monthly Management Assistance Newsletter to increase the channels of communication between all who are dedicated to the improvement of a small business management.

School of Information Studies, Syracuse University
CONTINUING EDUCATION PROGRAM

INFORMATION BROKER/FREE LANCE LIBRARIAN
--NEW CAREERS --NEW LIBRARY SERVICES
WORKSHOP, Saturday, April 3, 1976

EVALUATION TALLY

(N=111)

The responses to the first question-- Why did you attend this workshop?-- have been given here in detail in order to provide a comprehensible framework for understanding the numerical totals for the questions which follow. Comments for all of the questions were numerous and reproducing even a representative sampling here would be beyond the scope of this report.

Open-end responses to question 1 have been categorized for this tally; many respondents gave more than one reason, and each reason has been counted in the applicable category.

Question 1:

Why did you attend this workshop?

General information ("state-of-the-art", curiosity)	55
Interested in possibility of career as information broker or starting a business	28
Possible career change; alternative careers	16
Possible application to libraries	9
Intend to become a free-lance librarian; start a business or fee-based information service	6
To see, hear, and meet people who are free lancing	5
Exchange of information with other professionals/librarians	5
Professional updating; current awareness	2
No response	2
Information on job openings	1
Find new survival techniques	1
Inspiration and new ideas	1
To hear evaluation by people in the field in terms of profit and meeting information needs	1
Interested in the extent of computer data base use by free-lance librarians	1
To learn techniques used by other information firms	1
Interested in better utilization of outside sources to supplement present corporate sources	1
Interested in utilizing information brokers	1
Find out who was doing what and why	1

Number is parentheses below the numbers of the rating scales indicate the number of participants choosing that particular answer. In most cases, N=111; a few respondents arrived late or left early so the totals do differ occasionally.

INFORMATION BROKER/FREE LANCE LIBRARIAN
--NEW CAREERS --NEW LIBRARY SERVICES
WORKSHOP, Saturday, April 3, 1976

EVALUATION

1. Why did you attend this workshop? _____

Categorized responses on preceding page.

2. Did this workshop meet your expectations?

No	1	2	3	4	5	6	7	Surpassed them
(0)	(1)	(0)	(0)	(3)	(13)	(24)	(45)	(19)

Please explain your answer:

Yes (2)
No response (2)

3. Did you feel your time was well spent?

No	1	2	3	4	5	6	7	Very well spent
(0)	(0)	(0)	(1)	(0)	(10)	(19)	(45)	(33)

Please explain your answer:

Yes (2)
No response (1)

4. In your opinion, how valuable were the following:

SPEAKERS:

Davis	Not valuable	1	2	3	4	5	6	7 Very valuable
Good moderator (2); *No response* (7)	(0)	(0)	(2)	(4)	(10)	(13)	(24)	(37) (11)
Klement	Not valuable	1	2	3	4	5	6	7 Very valuable
	(0)	(0)	(1)	(1)	(2)	(9)	(23)	(47) (27)
Samuels	Not valuable	1	2	3	4	5	6	7 Very valuable
Good (1)	(0)	(2)	(1)	(6)	(5)	(13)	(20)	(43) (19)
Vantine	Not valuable	1	2	3	4	5	6	7 Very valuable
No response (4)	(0)	(0)	(1)	(1)	(2)	(8)	(28)	(42) (24)
GROUP DISCUSSION	Not valuable	1	2	3	4	5	6	7 Very valuable
No response (16)	(3)	(14)	(8)	(16)	(17)	(14)	(14)	(4) (4)
PANEL DISCUSSION	Not valuable	1	2	3	4	5	6	7 Very valuable
No response (40)	(0)	(0)	(1)	(2)	(6)	(16)	(18)	(19) (8)

Comments:

5. Were you given enough time to interact with other participants?

No	1	2	3	4	5	6	7	Yes
(5)	(2)	(2)	(4)	(7)	(9)	(17)	(24)	(34)

No response (7)

Please explain your answer:

6. Could you see and hear satisfactorily?

No	1	2	3	4	5	6	7	Yes
(0)	(0)	(0)	(1)	(5)	(4)	(10)	(41)	(50)

Please explain your answer:

EVALUATION

7. Was the seating arrangement comfortable?

No	1	2	3	4	5	6	7	Yes
(4)	*(0)*	*(3)*	*(1)*	*(5)*	*(16)*	*(7)*	*(33)*	*(35)*

Please explain your answer:

No response (7)

8. In your opinion, what was the MOST OUTSTANDING experience of this program?

Most frequent categories:	
Presentations by all four speakers	*20*
No response	*19*
Klement: presentation, interaction with	*14*
Samuels: presentation, interaction with	*11*
Question and answer periods	*9*
Vantine: presentation, interactions with	*8*
Hearing first hand from those in the know (practical)	*6*
Interaction with (fellow) practitioners and speakers	*6*
Davis: presentation and interaction with	*5*
Interaction with other professionals	*5*
Variety of speakers, different outlooks & sorts of jobs	*5*
Packet of reading materials	*5*

9. In your opinion, what was the LEAST VALUABLE experience of this program?

Most frequent categories:	
No response	*38*
Group discussion/case studies (need more time for them)	*36*
None	*11*
Lunch and/or the Danish	*8*
Samuels' presentation	*5*
Panel discussion	*2*
Needed more nitty gritty ideas	*2*

10. Would you be interested in attending other workshops on alternative careers?

No response (15); *(84)* Yes (*8*) No *Depends on topic (4)*

Please suggest any topics which would be of interest to you.

Topics fell into several categories: Alternative careers, Business aspects, Publishing, Information and Referral, Specialities, Legal aspects, Type of organization, and five miscellaneous.

11. In total, what did you think of this workshop?

No response (9);

Poor	1	2	3	4	5	6	7	Excellent
(0)	*(0)*	*(0)*	*(0)*	*(0)*	*(3)*	*(18)*	*(44)*	*(37)*

Please explain your answer:

12. Are there any other comments you would like to make?

BIBLIOGRAPHY

INFORMATION BROKER/FREE LANCE LIBRARIAN

--NEW CAREERS --NEW LIBRARY SERVICES

WORKSHOP

Albert, D. "Special library consultant: some pragmatic guidelines." Special Libraries 63:507-10 (November 1972).

Anon. "Find: Information on Demand." Burroughs Clearing House 58:30, 64, 66 (October 1973).

Anon. "IIA Urges User Fees for Libraries in NCLIS Testimony." American Libraries 4:335 June 1973).

Anon. "Services Available." Food for Thought (Food Librarians Division, SLA) 6:71 (January 1975).

Anon. "WLB's Minidirectory of Information Specialists." Wilson Library Bulletin 49:442 (February 1975).

Asp, W. G. "Search for Tomorrow; or, Facing New Information Needs Without Tears." Minnesota Libraries 23:316-322 (Autumn 1972).

*Aspnes, Grieg. "INFORM: An Evaluation Study." Minnesota Libraries 24:171-185 (Autumn 1974).

Berry, John. "The Next Ten at Dallas." Library Journal 98:2795 (October 1, 1973).

Berry, John. "Free Information and IIA." Library Journal 100:795 (May 1, 1975) (editorial).

Berry, J. N. "The Contact Center." Library Journal 97:3955-59 (December 15, 1972).

Birnbaum, Robert. "Businesspapers & Information Clearing Centers: Synergism or Separatism?" Folio :28-30 (February 1976).

Blake, F. M. & Perlmutter, E. L. "Libraries in the Marketplace: Information Emporium or People's University?" Library Journal 99:108-111 (January 15, 1974).

Blasingame, Ralph, Jr. "Introduction." Directory of library consultants. Edited by John N. Berry, III. New York: Bowker, 1969.

Bryer, V. "On Free-Lancing in the Library World." South African Libraries 39: 126-131 (October 1971).

Bundy, Mary Lee and Paul Wasserman. "Professionalism Reconsidered." College & Research Libraries 29:15-26 (January 1968).

Chanaud, Jo and Robert Chanaud. "The Independent Information Specialist and the Research Library." Society of Research Administrators Journal 6:26-31 (Winter 1975).

*Cheda, Sherrill. "The Free-Lance Alternative in Librarianship." Canadian Library Journal 30:401-406 (September-October 1973).

Cooper, M. D. "Economics of Information." In Annual Review of Information Science and Technology edited by Carlos A. Cuadra, pp. 5-40, Vol.8. Washington: ASIS, 1973.

* *indicates key materials.*

Corrigan, Dorothy P. and Hoyt R. Galvin. "Library Building Consultants; Problems and Ethics." ALA Bulletin 62:505-10 (May 1968).

Davis, Maxine W. "A Quick Guide to Free Lance Librarianship." Wilson Library Bulletin 49:445 (February 1975).

* Deale, H. Vail. "Information Power Struggle." Library Journal 100:1359 (August 1975) (Answer to Berry, May 1, 1975).

Debons, Anthony. "An Educational Program for the Information Counselor." In Information Revolution: Proceedings of the 38th ASIS Meeting, Vol. 12. (Boston, MA, October 26-30, 1975) Washington: American Society for Information Science, 1975, p.63-64.

*De Gennaro, Richard. "Pay Libraries & User Charges." Library Journal 100:363-367 (February 15, 1975).

Doebler, Paul D. "Order and Structure Emerging in Information Industry Activity." Publishers Weekly 203:43-45 (April 16, 1973).

Doebler, Paul D. "Paul Zurkowski, The Head of the Information Industry Association, Wants to See Publishers Take Over His Industry." Publishers Weekly 203:38-39 (June 25, 1973).

Doebler, Paul D. "Seek and Ye Shall FIND." Publishers Weekly 202:39-42 (October 16, 1972).

Doerksen, Ray. "Public Forum (commenting on Tudor, Dean, below." Canadian Library Journal 31:345-47 (August 1974).

*Dodd, James B. "Information Brokers." Special Libraries 67: (May 1976).

Dodd, James B. "Pay-As-You-Go Plan for Satellite Industrial Libraries Using Academic Facilities." Special Libraries 65:66-72 (February 1974).

Fauman, Maureen E. " 'Free-lancing' for Law Firm Libraries in Vancouver." Canadian Association of Law Libraries. Newsletter/Bulletin (October-December 1972) 110-13.

Fearon, Robert. "FOUND: One Answer to the Information Explosion." Madison Avenue 16: 12-14 (March 1973).

Finnigan, Georgia. "Nontraditional Information Service." Special Libraries 67:102-103 (February 1976).

Gaffner, Gaines B. "Information-On-Demand Services: Progress to 1975 -- Forecast to 1985." Information Industry Association, Information Marketplace Luncheon, March 5, 1975.

Galvin, Thomas J. "Contract Reference Service." In Problems in Reference Service; Case Studies in Method and Policy. New York: Bowker, 1965.

Galvin, Thomas J. "The Education of the NEW Reference Librarian." Library Journal 100:727-30 (April 15, 1975).

Garvin, Andrew. Panel: "Information-on-Demand Companies: Problems and Prospects." American Society for Information Science Annual Meeting, October 15, 1974.

Gilchrist, Alan. "Consultancy, Systems Engineering, and Libraries." In Studies in Library Management, Vol. II. Edited by Gideon Holroyd. London: Clive Bingley, 1974.

Goodfellow, Marjorie E. "Library Consulting: A View from Quebec." QLA Bulletin 16:3-6 (April-June 1975).

Harmon, Glynn. "The Invisible Manpower Market for Information Scientists." Proceedings of the 38th ASIS Annual Meeting. American Society for Information Science. Washington, D.C.: 1975.

Haro, Robert P. "The Bibliographer in the Academic Library." Library Resources and Technical Services 13:163-69 (Spring 1969). See also the comment, "An Acquisitionist Looks at Mr. Haro's Bibliographer," by Helen Welch Tuttle in the same issue, p.170-74.

Haro, Robert P. "The Floating Academic Librarian." American Libraries 2:1169-73 (December 1971).

Henkle, Herman H. "The John Crerar Library: A Complex of Special Collections and Special Library Services." Illinois Libraries 45:509-12 (November 1963).

Henninger, Daniel. "Information Tease...Locating Useful Drops From Oceans of Data." The National Observer, week ending February 22, 1975.

*Hershfield, Allan. "Information Counselors: A New Profession?" In Humanization of Knowledge in the Social Sciences, edited by Pauline Atherton. Syracuse, NY: School of Library Science, 1972.

*Hirsch, Annette. "Information for Pay is Better." Library Journal 100:702 (April 15, 1975). (Answer to De Gennaro, February 15, 1975).

"Information Industry: More Significant Than Ever." Publishers Weekly 201:28-31 (May 1972).

"Information Industry Promotes Libraries 'For Profit'." American Libraries 4:79-80 (February 1973).

King, D.W. and E.C. Bryant. Evaluation of Information Services and Products. Washington, DC: Information Resources Press, 1971.

King, Jack B., et al. "What Future, Reference Librarian?" RQ 10:243-47 (Spring 1972).

Kingman, Nancy M. "The Special Library/Fee-Based Service Interface, or There's No Such Thing as a Free Lunch." Special Libraries Association, Contributed Papers Sessions, 66th Annual Conference, Chicago, June 8-12, 1975.

Knightly, John J. "Design of a Prototype Direct Information Service." Association of American Library Schools, Contributed Paper, Annual Conference, Chicago, January 16-18, 1976.

Line, Maurice B. "The Case for Information Officers." In Educating the Library User, edited by John Lubans, Jr. New York: Bowker, 1974.

Line, Maurice B. "Information Services in a Technological University: Plans and Prospects." Information Scientist 5:77-88 (June 1971).

Line, Maurice B. "Information Services in University Libraries." Journal of Librarianship 1:211-24 (October 1969).

Marthaler, Marc P. "Training Requirements for Future Information Workers." UNESCO Bulletin for Libraries 28:315-20 (1974).

Monson, Gordon, Jr. "Coping with the Demand." American Libraries 6:72 (February 1975).

*Mulligan, G. "Freelancing." Booklegger Magazine 1:42-43 (March, May 1974).

Nyren, K.E. "Notes on a Triangle: The Second Information Industry Association Meeting in Washington, D.C." Library Journal 95:1803-06 (May 15, 1970).

"On Demand Custom Query Service." Workshop E, Information Industry Association Annual Meeting, New York City, Wednesday, April 2, 1975, 3:30-5:30. Panel Participants: Annette Hirsch, Information Specialists, Inc.; Gary Fiebert, Information for Business; Andrew Garvin, FIND/SVP; Elizabeth Eddison, Warner-Eddison Associates; Peter Leigh-Bell, Opidan Sciences, Inc. (Tape)

Parker, E. B. "Information & Society." In Annual Review of Information Science and Technology edited by Carlos A. Cuadra, pp. 345-373, Vol. 8. Washington: ASIS, 1973.

Penland, Patrick R., ed. Floating Librarians in the Community. Pittsburgh: University of Pittsburgh, n.d.

Penner, R. "Practice of Charging Users for Information Services: A State of the Art Report." Journal of the American Society for Information Science 21:67-74 (January-February 1970).

Sable, Arnold P. "Whither Public Service in America?" Wilson Library Bulletin 65:390-93 (December 1970).

Schiller, Anita R. "Reference Service; Instruction or Information." Library Quarterly 35:52-60 (January 1965).

Shannon, Zella J. "Public Library Service to the Corporate Community." Special Libraries 65:12-16 (January 1974).

Smith, J. I. "Marketing Information Products." In Humanization of Knowledge in the Social Sciences edited by Pauline Atherton. Syracuse, NY: School of Library Science, 1972.

Stern, L. W. et al. "Promotion of Information Services: An Evaluation of Alternative Approaches." Journal of the American Society for Information Science 24:171-179 (May-June 1973).

Swope, Mary Jane and Jeffrey Katzer. "Why Don't They Ask Questions?" RQ 12:161-66 (Winter 1972).

Taylor, Robert S. "Information Power Struggle." Library Journal 100:1359 (August 1975) (Answer to Zurkowski, June 1, 1975).

Taylor, Robert S. "Information Studies at Syracuse." Bulletin of the ASIS 1:16+ (August-September 1974).

Tudor, Dean. "An Open Letter (commenting on Cheda, Sherrill, above)." Canadian Library Journal 31:4-6 (January-February 1974).

Valdez, M. "Information Broker as a Member of a Health Service Planning Unit." ASLIB Proceedings 26:473-476 (December 1974).

*Warner, Alice S. "Information Services: New Use for an Old Product." Wilson Library Bulletin 49:440-444 (February 1975).

Warner, Alice S. Panel: "Information-on-Demand Companies: Problems and Prospects." American Society for Information Science Annual Meeting, October 15, 1974.

Wasserman, Paul. The New Librarianship. New York: Bowker, 1972.

Wilbin, A. "Some Comments on the Information Broker and the Technological Gatekeeper." ASLIB Proceedings 26:477-482 (December 1974).

Wood, Frances K. "KNOW (Knowledge Network of Wisconsin) and ISD (Information Services Division)." Special Libraries Association, Contributed Papers Sessions, 66th Annual Conference, Chicago, June 8-12, 1975.

Zurkowski, Paul G. "Cost Effective Information." Library Journal 100:1045 (June 1, 1975) (Answer to Berry, May 1, 1975).

Additional:

Bulletin of The American Society for Information Science, February 1976.

Special thanks to James B. Dodd for use of unpublished bibliographical materials.